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APRIL 18, 1931

Sales Management

The Weekly Magazine for Marketing Executives



John R. Thompson, Jr. He seeks the ladies' help in building the largest restaurant chain.

How Companies Can Determine
Their Own Profit Efficiency

By C. E. Knoeppel

The Story Behind Bred-Spred's
400 Per Cent Sales Increase



THE CLOSE-UP "CLICKS" IN WINDOW DISPLAY

When a screen director wants to seize a large audience's attention, nine times out of ten he uses the close-up.

Ditto for display. A giant head is seen farther, quicker, by more people. And if the w.k. Law of Averages is working, that automatically means "more sales."

It's working now for Nestlé's. Let's make it work for you.



Peter Cailler Kohler Swiss Chocolates Co., Inc.

171 Hudson Street
New York

January 28, 1931

Einson-Freeman Company, Inc.,
511 East 72 Street,
New York, N. Y.

Attention of Mr. A. Hailpern

Dear Mr. Hailparn:

It is a great pleasure for us to tell you that the new display of Nestle's Milk Chocolate has occasioned most enthusiastic comment in the trade and is one of the most satisfactory displays we have ever had for this product.

Yours very truly,

PETER CAILLER KOHLER
SWISS CHOCOLATES CO., Inc.

Chas. C. Day
Vice-President

C.C.D.

EINSON-FREEMAN CO., INC.

LITHOGRAPHERS

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OFFICES AND COMPLETE
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New England Office: 302 Park Square Building, Boston, Mass.

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container
Licensees for Canada—Somerville Paper Boxes, Ltd., London, Ontario, Canada



A WARNING to men who would like to be independent in the next five years

YOU CAN tell a \$30 a week man how to make \$40 a week.

You can tell a \$50 a week man how to make \$75 a week.

But you can't tell a \$5,000 man how to make \$10,000. He's got to know.

Between \$5,000 and \$10,000 a year is where most men of talent stop.

Health, youth, good appearance, brains will carry a man far in business.

But you cannot draw forever on that bank account unless you put something else in. Somewhere between \$5,000 and \$10,000 a year you will stop dead.

Those who go on add something to their equipment at the same time they are drawing on it.

Profound changes are taking place in business—this year, this month, *now*. The man who sees in these changes his opportunity for independence and power is the man who will make his fortune in the next five years.

BUT this opportunity, like all great opportunities, is fraught with danger. Business today is new and complex. The old rules will no longer work.

A whole new set of problems is presented by production.

Foreign markets have become a vital issue. An entirely new conception of selling is replacing the old hit-or-miss way.

The man who would take advantage of opportunity today dare not grope. His experience is a dangerous

guide. He has no time to figure out all the possibilities and pitfalls. He lacks contact with the big, constructive minds of business.

How can he seize the *opportunity* and escape the *dangers*?

FOR two years the Alexander Hamilton Institute has been laying the foundation of a new Course and Service for the leaders of tomorrow.

The ablest business minds—the men

**Men who are
satisfied with
\$5,000
a year
will not be interested
in this Announcement**

who have had most to do in shaping present-day tendencies—have contributed greatly. Read the names of just a few of them:

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Men who are satisfied with departmental jobs and small earnings will not be interested in this type of training. It is offered to the kind of men who want to become officers of their companies or go into business for themselves.

Representing the condensed experience of the best business brains in the country, it offers real help to executives in meeting the difficult business conditions of today.

A BOOKLET has been prepared which tells about this new Course and Service. Its title is "What an Executive Should Know." It should be read by every man who faces the responsibility of shaping his own future. It is free.

We will send you this booklet if you will simply give us your name and address on the coupon below. But we do not urge you to send for it. If you are the type of man for whom the new Course and Service has been constructed, if you are determined to take advantage of the rich opportunities of the next five years, you will send for it without urging.

To the Alexander Hamilton Institute, 448 Astor Place, New York City. (In Canada, address Alexander Hamilton Institute, Ltd., C. P. R. Building, Toronto.)

Send me "What an Executive Should Know," which I may keep without charge.

NAME.....

BUSINESS
ADDRESS

BUSINESS
POSITION

"In the distribution of our products, such as Karo, Mazola, Argo Starch, Linit, Cerelose and Argo Sugar, we find the public merchandise warehouses offer us a wonderful opportunity for distribution. In the United States we use approximately 270 warehouses in 46 states. This in itself shows conclusively the regard in which we hold the warehouse as an agency of distribution."

R. R. Seberry,
Warehouse Department
CORN PRODUCTS REFINING
COMPANY



Let AWA Warehouses Be YOUR Branch Houses In 189 Cities . . .

In 189 cities of the United States, Canada, Cuba and Hawaii, our member warehouses receive merchandise in carload or less-than-carload lots . . . store it until needed by wholesalers, dealers or users . . . then deliver it where it is wanted. In effect these warehouses become your branch house in each city you select . . . storing and distributing your goods . . . receiving your mail and handling your orders . . . doing your billing and receiving your remittances if you wish . . . keeping in touch with you through daily stock reports.

Using the warehouse 'phone number, you may list your name in each local 'phone book, and the warehouse operator will take your salesmen's calls. Yet your identity is carefully preserved, for the warehouse can use your labels, your billheads, your stationery or any of your personalized forms.

Charges are made on a "piece work" basis. Your costs are based on the number of units of your goods that are handled. During dull periods you are not burdened with fixed overhead expenses, as you are if you operate your own branch houses. The AWA Plan cuts distribution costs, saves freight charges, speeds delivery, enables you to increase sales through the strategic location of spot stocks. Full details in our 32-page booklet, sent free on request.



Get this
free
book!

AWA
AMERICAN
WAREHOUSEMEN'S
ASSOCIATION
1870 Adams-Franklin Bldg., Chicago, Ill.

Survey of Surveys

BY WALTER MANN

Greater St. Louis, I. E., the Billionaire

Seventh greatest newspaper in the United States (total 1930 paid advertising 20,255,200 lines), exceeded only by the *New York Times*, the *Detroit News*, the *Chicago Tribune*, the *Washington Star*, the *Baltimore Sun* and the *Pittsburgh Press*—the *St. Louis Post-Dispatch* has just published again its story of the Billionairea (population 1,110,838*), that sixteen by twenty-one mile area around St. Louis, Missouri, in which the population is primarily St. Louisan in trading habits and in general characteristics.

In this forty-page book (eight and one-half by eleven with filing tab) can be found information on the financial stability of St. Louis, its climate, its aspects as a railroad center, the availability of 13,394 miles of water transportation, a picture of the diversification of St. Louis' manufactures, labor conditions, information regarding St. Louis' educational facilities, number of dwellings, standards of living (by sections); figures on the number of families per square mile, on wealth production, retail outlets, selling and sales tests and on newspaper coverage. The bulk of its forty pages, however, is in local newspaper lineage comparisons, by classification.

We will not attempt in this review to discuss the figures in question, but will merely state that comparative data are given on national advertising, classified and real estate, on department stores, men's and women's stores, furniture, drug and food stores, radio and electrical, shoe, jewelry and music stores, toilet articles and beauty shops (combined), hardware and automotive accounts, and finally on rotogravure—showing the lineage margin enjoyed by the *Post-Dispatch* in these classifications.

Next comes a brief review of the functions of the merchandising and research bureau of the *Post-Dispatch* and finally some comments on the services it performs for advertisers.

All in all, an excellent presentation, about which space buyers should know. Write direct to Douglas Martin, Jr., *St. Louis Post-Dispatch*, St. Louis, Missouri.

Only Apparent Parents

"When is a door not a door?" said the old riddle book, and the answer was, "When it's ajar"! Hee! Hee! And so we ask the question, "When is a parent merely apparent?"—Answer: When she's a women's magazine reader. At least so says an interesting three-part survey of women's magazine circulation and women's buying habits, made by the Arnold Research Service for *Parents' Magazine*, over a month ago.

Some time before that *Parents' Maga-*

*In St. Louis proper, 821,960. By "proper" is meant the city's legal limits—which are clearly not the limits of the territory in which people regard themselves as St. Louisans.

zine made a survey which convinced them that the circulation of general women's magazines falls into the following family status classifications, viz.: (1) unmarried women, (2) married women without children, (3) married women with growing children and (4) married women with all children grown up. To corroborate this survey of their own, they had the Arnold Research Service, "because of its splendid reputation and unquestioned reliability," make an independent study of the subject.

Part One of the three-part survey constitutes the study of women's magazine readers on the family question. Boiled down to its essence it was discovered that only 53.8 per cent of the women investigated who read women's magazines had growing children, i.e., children of nineteen years or under. Compared with *Parents' Magazine's* ostensible 100 per cent, the desirability of that magazine on a list whose products appeal to women with growing children is demonstrated. The study looks as if it had been done intelligently and fairly, and the conclusions seem logical. The method of paralleling typical figures is given in great detail.

Part Two of the study takes up the question of when women buy household merchandise. Again undergoing the boiling down process, it appears from three types of interview—from executives of department stores, home demonstration agents and consumers themselves—that the married women with growing children (in which *Parents' Magazine* presumably excels) are definitely at a peak in the purchase of household goods. More so among the two former groups than among the consumers themselves, which is something of a surprise. Homes and home enlargements, as well as such home products as beds, pianos, floor covering, sewing machines, vacuum cleaners, washing machines, refrigerators and ranges, are reported on in detail. Interesting results on an interesting selection of products.

Part Three takes up the question of that period of life in which a woman's commodity buying habits are formed. The questions were asked in a very sound way. That is, instead of getting a woman's opinion about her own brand-consciousness, she was asked how long she had been buying the brands which she was now using. These responses were then tabulated as of the length (or shortness) of time these present brands had been used. When this was broken down into age groups it developed that the women in the thirty-to-forty-year group were far in the lead for brand changes, which means, we take it, that their habits are in process of being fixed—a highly desirable age for *Parents' Magazine* inasmuch as it is (1) the period when women have children of nineteen years and under and (2) the period when more of them are readers of *Parents' Magazine* than any other time.

If you haven't seen these booklets you'll find in them a darned original slant. They are well worth studying despite tons of

(Continued on page 121)

What's New

Companies facing the problem of dealer indifference to their products will find some helpful ideas in an article on page 92, by Richard J. Glaser, executive vice-president, Glaser, Crandell Company, in which he tells how that company increased sales 400 per cent in one year on "Bred-Spred."

Charles F. Abbott, executive director, American Institute of Steel Construction, vigorously presents the reasons why trade associations deserve greater support at the present time than they have ever had before. Page 102.

Coming soon: the first article on "The Hazards of Overselling."

C. E. Knoeppel is back this week with another article on profit efficiencies. This time he tells you how you can figure the rating of your own company. Page 90.

If you are planning warehousing service in new territory, Professor John H. Frederick's analysis of the factors involved in selecting either a public or private warehouse will be found helpful. Page 95.

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This Week

Advertising

- Orange Crush Doubles Outdoor Advertising in 200 Markets..... 94
March Window Displays in Forty-four Cities 124

Distribution

- Public versus Private Warehouse Service 95
*By John H. Frederick, assistant professor of commerce and transportation,
Wharton School of Finance and Commerce, University of
Pennsylvania, Philadelphia*

General

- Significant Trends 89
What Is Your Own Profit Efficiency? 90
By C. E. Knoeppel, industrial counsel, Cleveland, Ohio
Lamson Office Furnishings Made of Own Products..... 100
Will More Intensive Industrial Cooperation Lead Us Out of the
Depression? 102
*By Charles F. Abbott, executive director, American Institute of Steel
Construction, Inc., New York*
Corporation Profits Return on Net Worth 104

Jobber Relations

- Training Jobber Salesmen to Manage Their Own Territories 105
*By E. E. Potter, general sales manager, Edison Lamp Works of General
Electric Company, Cleveland*

Markets and Market Analysis

- Population Studies of Principal Markets and Their Tributary Areas—
No. 14. Washington, D. C. 96
No. 15. Minneapolis-St. Paul 97

Sales Policies

- How We Revived Dealer Interest in a Shelf-loading Line 92
*As told to D. G. Baird by Richard J. Glaser, executive vice-president,
Glaser, Crandell Company, Chicago*

Departments and Services

- Survey of Surveys 82
Tips 86
Government in Business 106
Latest News in Sales and Advertising, Beginning on..... 108
Sales Managers' Association News 118
Editorials 122

AUTHENTIC FACTS ON WINDOW CIRCULATION



A count made a few years ago by the International Association of Display Men in 73 cities having an average population of 173,000, established that in one week's time the average number of passers-by per window was about 125,000.

This circulation is available to any advertiser today—COST—about 4 cents per thousand (\$4 a window) in the drug, grocery and hardware fields; and 10 to 15 cents per thousand (\$10 to \$15 a window) in the radio and automobile fields—including all materials, decorations, packing, shipping and professional installation by trained window trimmers.

Thru Window Advertising, Inc., (the only national organization operating) any advertiser in any line can arrange to install his window displays in one city or any number of cities in the United States and Canada.

With our 116 affiliates, who in turn employ nearly 1,000 trimmers, we cover 3,976 cities and towns; most cities of 50,000 and over, daily; and probably 80 per cent of the entire territory, weekly; a few towns monthly or bi-monthly.

Get further interesting data on "window advertising" by signing and mailing this coupon.

Please send your two folders: "Window Display as an Advertising Medium" and "The Advertising Value of Window Displays."

Window Advertising, Inc.
300 Fourth Ave., New York

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

Time—Concentration. A ninety-five-page booklet in which *Time* does an entertaining as well as a serious job of unselling the advertiser on the rather universally accepted notion that advertising should be directed chiefly at the distaff side of the family. *Time* concedes that perhaps women are the purchasing agents of 85 per cent of everything which goes into the home, but suggests that perhaps men have more than a little to say about determining whether, where and how much, in all fields from breakfast foods to steam yachts. The results of an inquiry into the present ownership and buying expectancy of the 350,000 *Time* readers are a good thing for advertisers to know. There is also a cross-section of *Time* executive readership in the largest United States organizations, with a list of 5,721 quality names and titles in these companies.

Advertising Lineage 1929 and 1930. This is *McCall's* promotion piece Number 92, being a record of the comparative total advertising lineage of 122 newspapers in thirty cities for each month in 1929 and 1930, with that of each of the six leading women's magazines. The figures are extremely interesting in themselves, but we suggest that they be taken in consideration with a chart of the seasonal lineage curve in any normal year. There are also in this presentation thirty-two charts tracing the monthly lineage, cumulative year to date lineage, monthly variation from 1929 and cumulative year to date variation from 1929 for each of the six women's magazines and for the 122 newspapers.

Route Lists of Grocers, Meat Markets and Delicatessens. Not much more to be said about this except that it's the usual thorough product of the Cleveland Press. The list covers Greater Cleveland, which is divided into twenty-four numbered sections. There is a map of each section accom-

panied by instructions for working the routes and descriptions of the characteristics of the population.

Rotating Advertisements. A booklet describing a new medium for local and national advertisers in the fleet of 1,000 Terminal taxicabs in New York City. The medium consists of a mechanically operated device placed just inside and at the right of the windshield of a cab, in which twenty-two cards rotate and change every seven seconds. The device is electrically illuminated and the effect of the rotation is of short, effective message flashes. The booklet describes the circulation reached and the rates.

Springfield and the Western Massachusetts Area. A liberally illustrated rotogravure booklet of the market area offered by the Springfield Newspapers. The booklet is a literal "picture" of Springfield in its industrial, residential, cultural, social and economic aspects, consisting, as it does, of more than a hundred "stills" from a motion picture film. It gives one a better idea of Springfield as a city and as a market than one hundred columns of figures would do.

Research

Research Facilities. This booklet describing the research activities of the Pittsburgh Testing Laboratories will be found helpful by manufacturers interested in product certification, product development, product improvement, modern marketing and special investigations. Describes the methods and technique in both the laboratory and the field of their engineers and chemists who are trained to study problems with a sales eye. Includes stories of how they solved specific problems for the Grinnell Company, the Kerotest Manufacturing Company, Yawman & Erbe, and other firms of the same fine standing in their fields.

FORT WAYNE, IND.—Wayne Candies, Inc., here, has announced an increase of 212 per cent in its sales over March, 1930.

Significant Trends

• • • Trade reports show, as expected, some recession from Easter holiday activity, but store volume is said to be running ahead of last year's sales in the corresponding period.

• • • Department store dollar sales in March were down about 3 per cent for the country as a whole. Declines were far from uniform, however. In one district they reached as much as 15 per cent. In two, Boston and Minneapolis, gains of 5 per cent were registered.

• • • The general business index at the start of the new quarter still pointed slightly upward in spite of several bad spots. Automobile producers were moving cautiously. Building contracts were up a third over February's, much more than the seasonal increase, though 19 per cent under the level of a year ago. Steel operations, on the other hand, tended to recede.

• • • Comment in the steel trade indicated a leaning to the view that failure to maintain the advance in the price of bars, shapes and plates foreshadows wage reduction either through part time or lower scales.

• • • Further upward trend in employment was noted this week by Colonel Arthur Woods, chairman of the President's Emergency Employment Committee. Since December appropriations for public and semi-public undertakings have been increased by the sum of \$1,084,020,104.

• • • As the most effective single measure that could be taken against unemployment, President Green of the American Federation of Labor advocates the five-day week. The suggestion is made in the current issue of the *Harvard Business Review*. Mr. Green thinks that shorter hours would not only take up the slack in joblessness but give wage-earners a chance to assume the full responsibilities of citizenship as well as to enjoy life in full measure.

• • • The two biggest grocery chains report sales in March which, on a comparative basis, were better than those of recent months. Great Atlantic & Pacific Tea with \$82,718,571 was only 1.5 per cent less than in the same month the year before, while tonnage was up 11 per cent. Kroger Grocery & Baking with \$20,342,247 was down only 1.8 per cent.

• • • Building contracts in March for the thirty-seven states included in the F. W. Dodge reports amounted to \$370,406,300, 36 per cent better than in February. Although the total is 19 per cent less than in March, 1930, six of thirteen territories show gains.

• • • Although estimates of April automobile production run pretty high, trade authorities are now figuring on a total output for the year of not more than 3,100,000—400,000 less than in 1930 and comparing with 5,621,000 in 1929.

• • • General Motors dealers sold 101,339 cars in March, a gain of 47 per cent over sales in February. A year ago the number sold was 123,781, an increase over February of 39 per cent. Auburn Automobile shipments this year up to April 11 exceeded by 195 cars the entire number sent out in 1930.

• • • The Chadbourne sugar-control machine got into final shape for operation on May 1 with the appointment of Francis E. Powel as engineer-in-chief. Mr. Powel is used to big jobs. He was an infant in Cincinnati sixty-five years ago and since he grew up has devoted most of his life to running Standard Oil companies—Anglo-American Oil being his latest.

• • • Mr. Powel goes to his work as stabilizer of sugar from an industry that needs stabilization badly and is now trying to set up a machine of its own for that purpose. (See editorial note in this issue.) His task is to ease out a huge surplus of sugar while at the same time discouraging price advances that would tempt producers to fresh excesses. The oil men want restriction of supplies in the name of conservation and prices that will show a profit.

• • • The National Air Show of 1931 opened at Detroit last week just like an old established automobile show. Eighty-three different kinds of planes were offered to public inspection, ranging from 1,400-pound flivvers to monsters fitted with all kinds of luxuries of ordinary travel.

• • • Precipitous world price declines have been checked if we are to believe a report of the National Industrial Conference Board. Conditions in twenty-five countries were surveyed. The conclusion arrived at is that "while no immediate and rapid business revival is expected, the business situation in 1931 should slowly but steadily improve."

• • • The average price of commodities in this country, meanwhile, remained last week at the low point, the Irving Fisher index number being 75.2 compared with 75.3 the week before.

• • • Estimated earnings of General Foods in the first quarter are put at \$5,300,000, about 6 per cent less than in the first quarter of 1930.

• • • Westinghouse Electric & Manufacturing earnings for the first quarter went off sharply, net income being estimated at \$2,000,000 less than enough to cover all charges. This compares with net income of \$4,546,618 in the first quarter of 1930. Improvement was observed in March and current earnings are said to show substantial improvement.

• • • The oil cracking patent pool has been upheld by the Supreme Court on the ground that, since only 26 per cent of gasoline is "cracked" as distinguished from "straight run," there is no resemblance to a monopoly. The evidence showed, also, that the pool had done nothing in restraint of trade, such as refusing licenses. The decision is regarded as one of importance in the series dealing with anti-trust law interpretation.

• • • New life insurance written in March amounted to \$1,028,328,000, 15.9 per cent less than in March, 1930.

• • • Railroad car loadings in the week ended April 4 totalled only 728,511 cars, but the adjusted index is equal to the top figure for the year—a distinctly favorable sign.



Photo by H. Armstrong Roberts

Have the executives of your company ever faced the real facts about profit efficiency?

What Is Your Own Profit Efficiency?

EFFICIENCY is the quantitative relation between an actual result and what the result should have been. The result by which a business is judged, under the economic system in which we live and move and have our being, is the rate of profit it can make annually on the investment in that business. Hence, "profit efficiency" is the gauge of over-all results of a business—found by dividing the actual profit return by what the profit return should have been.

We are in the midst of a "recovery" year, following the "depression" year of 1930. Inasmuch as next year is a Presidential year, and because of the certainty of bitter political battles, 1932 will undoubtedly be a decidedly uncertain year from the standpoint of business.

The matter of profits for 1931-1932 becomes of the utmost importance to managers in industry. Profits will be considered as they have not been since the Great War. For this reason a technique of profit efficiency calculation is decidedly in order.

In determining "profit efficiency,"

* "Is Mismanagement Ruining the Rubber Industry?" SALES MANAGEMENT for March 28, 1931.

Mr. Knoeppel's recent discussion of the low profit efficiency of the rubber industry* aroused such an unusual amount of comment that the editors asked him to prepare a general article telling how any company can find its own profit efficiency. Here it is.

BY C. E. KNOEPPEL

Industrial Counsel, Cleveland, Ohio

the calculation for a single year (while desirable for comparative purposes and necessary for income tax purposes) is not sufficient. Over a period of 129 years we have had thirty-two cyclical swings, ten of which have averaged three years each. Because of this, and also because business does not automatically stop at the end of one year, then start at the beginning of the next, there should also be the cyclical comparisons. A comparison of the years 1930-31-32 against the cycle 1927-28-29 is therefore in order. The latter cycle constitutes something to shoot at.

Balance sheet and income statement data should be taken as the source of information. Tangible values should

be used, that is, the intangibles (goodwill, patents and the like) should be eliminated from both the assets and liabilities, in order to work from the standpoint of "net" or real values, and to insure comparability between firms when firm comparisons are made. Net worth, which would be tangible by deducting the intangibles from surplus, should include capital reserves, capital stock and surplus, so as to work entirely from the standpoint of owner's equity.

Tangible assets should be considered as "base" in the profit calculations because, in the last analysis, management is the custodian of and trustee for the capital that is employed in the business. It is the agency re-

sponsible for its use. Management takes cash, receivables, inventories, plant and other items of tangible assets, and carries on the business of producing and distributing products, from the disposition of which it derives a revenue, a share of which is expected to be retained as a profit, the "service charge."

Profits are the "wages" of capital.

The true measure of the success of management, therefore, is the amount it can earn on these tangible assets, both gross and net.

In looking at the matter from the standpoint of the owner's position,

however, it is obvious that the net worth is the real gauge. Net worth is the reflection of past success and strength, due to wise, able and conservative management, in not only making profits and adding to surplus, but in not dissipating this strength through paying excessive dividends or making other unwise moves.

The true measure of profit from the owner's standpoint, therefore, is the relation of the net income to tangible net worth. Net income is that income after taxes and interest, which is available for dividends, reserves and surplus. This profit return on the net

income is the reflection of the present.

The first important premise is that there should be a definite relation between this tangible net worth—as "source of capital"—and the tangible assets as the management base. A research indicates that this relationship should be set at 80 per cent, with 75 per cent as "a bottom" limit.

Regarding profit requirements—the next premise—let me say that in testimony before the Federal Trade Commission, May 6, 1918, I presented this principle:—

"—a return to an investor in an industrial can be said to reconcile the difference between a safe and sure return, and a possible but unguaranteed return, if the rate is two and a half to three times the guaranteed return, as an average over a period of years."

The "mean" profit requirement, based on these premises, therefore, becomes:—

Tangible net worth	Tangible assets	Net income on tangible assets	Net income on tangible net worth
80%	100%	12%*	15%**

The formula then for finding what must be earned on the tangible assets as base, to net the required earnings on the tangible net worth, is:

(Tangible net) (worth)	:	100%	:	X	:	15%
(Tangible (assets)						

Incidentally, it may be said that with tangible net worth "content" reflecting the past, and net income on the tangible net worth reflecting the present, that the *product* of the two will give a "composite" of both past and present, in the form of net income on tangible assets. To illustrate, let us take the case of four well-known firms for 1929. (See Table B.)

It will be noted that the earnings of Sherwin-Williams and General Cable on the net worth were about the same, yet the difference in earnings on assets is considerable, due to the variations in net worth content. Burroughs illustrates the case of a high content (past) and high earnings on net worth (present), resulting in a high composite and profit efficiency. U. S. Rubber illustrates the other extreme. These illustrate also the nature of the profit efficiency formula.

This is an important factor in connection with profit-making and its efficiency. Obviously, to earn a constant—15 per cent as herein used—

(Continued on page 125)

Table A. How Various Industries Compare in Profit Efficiency

Order	Industry	Number of Firms	Per Cent of Profit Efficiency
1	Automobiles and trucks	20	156.59
2	Office and business equipment	8	138.08
3	Auto parts and accessories	26	130.83
4	Tobacco and tobacco products	17	108.39
5	Radios, phonographs and musical instruments	7	103.69
6	Food products	29	101.00
7	Household products	17	98.95
8	Industrial chemicals	17	96.83
9	Leather and shoes	8	94.52
10	Miscellaneous manufacturing	26	93.93
11	Lead and zinc	5	87.20
12	Electrical equipment	7	86.21
13	Apparel	16	85.99
14	Silk and silk goods	5	76.46
15	Mining and smelting	16	75.44
16	Agricultural machinery	7	72.73
17	Copper and brass	12	71.77
18	Machinery and mach. equipment	23	62.91
19	Oil producing and refining†	34	55.85
20	Asphalt and cement	6	54.10
21	Iron and steel††	22	47.91
22	Railroad equipment	13	45.53
23	Cotton and cotton goods	9	35.24
24	Automobile tires and rubber products	13	34.18
25	Building equipment and supplies	18	31.69
26	Sugar producing and refining	12	28.27
27	Meat packing	5	25.03
28	Paper and paper products	6	18.90
29	Fertilizers	4	18.65
30	Coal and coke	9	6.86
31	Wool and woolen goods	5	—16.65
Average		422	70.40

† Largest in list.

†† Second largest in list.

Table B. How Profit Efficiency Is Found

NAME—	Per Cent of Net Worth Content	Per Cent of Net Income on Net Worth	Per Cent of Net Income on Assets	Per Cent of Re- quired Income on Assets to Net 15 P.C. on Net Worth	Per Cent of Profit Efficiency
Burroughs Adding	88.5	32.2	28.5	13.3	214.28
Sherwin-Williams	90.1	13.0	11.7	13.5	86.66
General Cable	61.0	12.5	7.6	9.2	82.60
U. S. Rubber	46.6	4.9	2.3	7.0	32.86

* Six per cent as interest on the capital as return for money and 6 per cent to the business "as a business" for skill, effort, knowledge, experience and managerial ability.

** Two and a half times the "going" rate for money (taken as 6 per cent) as the required return on tangible net worth.

As told to D. G. Baird

BY

RICHARD J. GLASER

*Executive Vice-president, Glaser,
Crandell Company, Chicago*



Before—

¶ An improved container was one of the main factors in a new sales plan developed by Glaser, Crandell Company to rejuvenate sales in a field where dealer interest was at a low ebb and shelves were loaded with competing lines.

How We Revived Dealer Interest in a Shelf-loafing Line

SALES executives in many other fields, as well as in our own, have manifested intense interest in the remarkable comeback made in recent months by Bred-Spred, the leading brand in our line of food products, and the whole story is told here in the hope that it will prove suggestive and encouraging to others in overcoming their difficulties and in this way hasten the return of prosperity.

To begin with, our sales of Bred-Spred during the past six months have increased approximately 400 per cent, in spite of the existing unfavorable business conditions and of certain peculiar circumstances which had to be overcome. This increase may be attributed to a combination of factors, chief of which are an improved product, a wider variety, a new container, new dealer helps and a new sales plan.

Before discussing these factors, however, let me outline briefly the situation which forced us to make the changes in the midst of one of the worst business depressions this country has known for a long, long time.

The former Bred-Spred was a preserve having an apple base—the same kind of preserve that millions of American housewives make in their own homes. It was the only fruit spread nationally advertised to the



After

trade. It was marketed in six of the most popular flavors and retailed at twenty-five cents a jar. It was pure and wholesome, but under the pure food and drugs act no apple-base preserve is permitted to be labeled a pure preserve, and advantage of this fact was being taken in certain quarters.

We were also handicapped by high freight rates which enabled many local manufacturers to undersell us in their territories and numerous national advertisers of quick-jelling products were urging housewives to make their own preserves, using their products.

Not only so, but the market was positively glutted with preserves of every conceivable kind, more were being dumped on account of business conditions and prices were being slashed unmercifully. We might add, in passing, that the now well-known depression of 1930 was in progress.

As a result of all these circumstances, our sales were declining, our costs were mounting and the morale of our organization was shaken.

Those were the existing conditions at the time we determined to overcome them. We had to choose one of two alternatives; to put our product on a big volume basis or to withdraw our preserve from the market.

A whole article could be written



¶ The new container and the new dealer helps were so attractive that they automatically inspired dealers to make more effective display efforts. This window was featured by "Stop and Shop," in Chicago, one of the largest retail food markets in the world.

about the problem of producing a pure fruit preserve at a cost low enough to permit retailing it at a quarter, but readers of *SALES MANAGEMENT* are not so much interested in that. Suffice to say that we did it.

At the same time, we took another important step. One of the chief reasons for the comparatively low consumption of preserves is the lack of variety. A family keenly enjoys good strawberry, blackberry, peach and a few other fruit preserves for a short while, then they begin to tire of the flavor. They are not tired of preserves, but they are tired of the same kind of preserves. If they had more variety, they could eat preserves quite regularly without ever tiring of them.

We had been producing only six flavors. When we improved our product we at the same time expanded the line to seventeen.

The improved product deserved an improved container and it really needed one anyway to distinguish it from the old, as we intended to continue to use the same brand name. We were committed to the policy of doing everything possible to place the improved product on a big volume basis and right here we realized that the container would have a major influence on its sale. The great majority of jars seen in grocery stores have little to appeal to the artistic sense, whereas many of those seen in drug stores and toilet goods shops are works of art, and there is reason to believe that some women buy certain products because the containers are so attractive.

We determined to place upon the grocers' shelves a jar that would have a striking appeal to the eye of the consumer and one which would, at the same time, reflect the quality, purity and deliciousness of the product; something entirely new, modern and distinctive.

If anyone thinks that was an easy thing to do, he should just try it! We employed a famous designer to make about a hundred sketches for us and we studied these over and over and over. Then we decided we could judge better if the sketches were given body, so we engaged a sculptor to produce a model in plaster of Paris and we made other changes. Then, before reaching a final decision, we had a wood pattern made down to actual size. All in all, it took about two months to decide this apparently simple question as to what design we should choose for our container.

The one we did choose is modernistic, but comparatively simple, suggesting in its lines the quality and purity of the contents.

Then came the designing of a new label; a three-color, embossed design on silver stock, die cut.

The jar cap was also redesigned to harmonize with the new jar and label. The finished ensemble of jar, label and cap can best be judged by studying the accompanying illustration. It is protected by patent and copyright.

All these problems having been solved, the next was to market the product. We had a special sample case made up in which to carry the seventeen varieties of preserves, in

three assortments, and I personally made a tour of the country east of the Rockies, introducing the new line to the trade.

It would have been humorous had it not been so vitally serious. Almost invariably when I would mention preserves to a grocery wholesaler, he would throw up his hands in a gesture of despair and assure me in the most emphatic terms that he had ninety-nine (more or less) varieties of preserves in stock, there was no market for them and he didn't want to see or hear of any preserves for the remainder of his natural life.

Nevertheless, I would open my sample case and set one of the new jars of Bred-Spread on his desk. He would look at it, then he would pick it up and begin to examine it, and pretty soon he would make some remark about the jar. That was accepted as an invitation to tell him to what pains we had gone in developing the design, then to lead on into the subject of pure preserves, advertising and merchandising.

To support the new line, we had launched a campaign of advertising, using double pages in color in four national trade journals, and had developed new and better dealer helps.

Using the same color plates which we used in one of the trade journals, we reproduced each advertisement on a four-page folder, printed a price list on the back, and on the front reproduced what appeared to be a letter from the wholesaler to his dealers, reproducing his signature at the bottom.

(Continued on page 127)



Even though the majority of Orange Crush's posters in their current and largest outdoor campaign depict rugged, homely characters the "pretty girl" has not been neglected

Orange Crush Doubles Outdoor Advertising in 200 Markets

ALWAYS a large user of poster advertising, painted walls and outdoor signs, in season, the Orange Crush Company, Chicago, will use approximately twice as many outdoor posters this season as in any previous year, according to A. E. Repenning, vice-president in charge of sales.

"In the first place," Mr. Repenning explained, "we have organized for 1931 the strongest advertising and merchandising campaign in all Orange Crush history and that would naturally mean an increase in all forms of advertising, although it does not mean that we are doubling the amount we will use of every medium. We are thoroughly convinced that this is to be our greatest year and we are strengthening our advertising and merchandising all along the line.

"In the second place, it is a well-known fact that every big name in the beverage business, including that of Orange Crush, has been built on powerful, widespread and consistent outdoor advertising, hence it is only logical that in laying out a greater campaign for 1931 we should place still greater emphasis on the outdoor medium.

"We are convinced that posters,

painted walls and point-of-purchase advertising are the most effective mediums for us to use. They have the advantages of size, color, position and controlled circulation, and they are effective at all hours of the day and night. They remind the public of the desirability of a drink of Orange Crush right at the time when the desire is likely to be greatest—when they are out of doors in the hot sunshine—and at the very time when they are likely to find it most convenient to satisfy their thirst—when they are at the door of or just a few steps from a store where our product is to be had in bottles or at the soda fountain.

"Our distributors and dealers agree with us that the outdoor medium is the best for them. Not only so, but they like it also because it is localized. Our distributors bear a part of the cost of this advertising and they like to see it right there in their own territory, where they know it is building business for them.

"This should not be construed as meaning, however, that we do not favor other forms of advertising. All are helpful and we employ several other mediums, even though the bulk of our appropriation is devoted to outdoor advertising.

"We will take full pages, in color, in two consumer magazines of national circulation this season, we will advertise regularly in one professional journal and one health magazine, and we will use considerable newspaper space. As we bear the full cost of all this advertising, whereas the distributors cooperate with us on the outdoor medium, it is obvious that we consider it essential and helpful, else we wouldn't do it."

The entire spring and summer campaign is well-linked throughout. The same pictorial copy will be used in consumer magazines, on posters, on walls, on miniature window posters and on large window cards.

Many of the illustrations have exceptional human interest, featuring as they do, characters of a homely, rugged, "every-day" type. One, for example, depicts a couple of unkempt lads looking longingly at an Orange Crush display, while the copy begins with: "All us kids say Orange Crush." Another presents an equally unkempt man on a shaggy pony and the copy assures the reader that: "It's a man's drink, too." On the other hand, the pretty girl with a tennis racquet is not omitted.

Most of the outdoor signs are of

metal and are not large enough to carry pictorial copy other than the intriguing figure of "Crushy," the acrobatic little black boy who is having such a wonderful time with an orange, and perhaps a bottle together with a branch of oranges. The color scheme, quite appropriately, is usually orange and black, although there are a few exceptions, such as orange on dark blue, and black and orange on green.

Posters will be used this season in approximately two hundred distribution centers and surrounding towns—and many of these centers cover considerable territory, some including as many as seventeen towns, Mr. Repenning said.

This season, for the first time, the posting will be used throughout the

peak of the summer selling season and in some territories will carry over through September.

The Orange Crush Company furnishes the posters and pays half the cost of the space, the other half being paid for by the distributors.

In presenting the 1931 campaign to distributors this spring, Orange Crush salesmen were equipped with a handsome portfolio in which typical examples of all the forms of advertising and representative dealer helps were reproduced in full color.

Orange Crush also operates in twenty-seven foreign countries, in all of which it stresses the outdoor advertising medium, but the plan outlined above is not operative outside of the United States.

cerns prefer to use the public warehouse, at least until a substantial volume of business has been developed at which time they may or may not go into private storage. As stated by one manufacturer, "We decided in favor of the public warehouse in preference to operating our own private facilities because it is more or less an experimental venture with us, and we do not feel that the volume of business would justify the overhead expenses which would be connected with the maintenance of private facilities."

3. *Economy from the standpoint of handling and storage as well as from services offered by public warehouses.* As one concern stated this point, "When considering our problem of distribution, the factor which led us to select public warehouses in which to store our merchandise for re-distribution, in the areas controlled by Dallas for example, was that it is much more economical from the standpoint of handling and storage as well as service. We would have been called upon to expend a considerable amount of money were we to purchase, or lease, warehouse space. Then, in addition to that, we would have had to employ a warehouse man and a shipping clerk. Whereas, the public warehouse has all of these facilities available at a much lower cost than would be the case if we attempted to handle our own warehousing problem."

All other factors being equal it may safely be said that the economies arising from the use of public warehouses for handling and storing is the governing point in many a decision against private storage. Manufacturers realize that in using public warehouses there are no overhead charges involved. Flexible storage is, moreover, provided since the manufacturer pays only for the space he uses and the charge is based on the basis of units of goods handled—these being also the units used in selling—so that he knows his warehouse and handling costs per unit in a manner not possible when he operates private storage facilities wherein the cost per unit will vary with the amount of business.

RCA Changes in Seattle

SEATTLE—Northwest Victor Company and Harper-Meggee, Inc., have been merged in Seattle under the latter name, to distribute RCA-Victor products in the northwest. R. F. Meggee is president; E. C. Carter, factory representative.

CONCORD—New Hampshire Department of Publicity has asked the Legislature for funds to continue its advertising work in magazines, newspapers, direct mail and other media. The expenditure last year was \$41,056.

Public versus Private Warehouse Service

BY JOHN H. FREDERICK

Assistant Professor of Commerce and Transportation, Wharton School of Finance and Commerce, University of Pennsylvania, Philadelphia

THE manufacturer who is confronted with the problem of maintaining spot stocks at strategic distribution points as a part of his sales policy is faced with the necessity of making an important decision. This decision involves the choice between providing his own storage facilities and using the facilities available from public warehouses. During 1931 seventy-three manufacturers were faced with this problem in establishing warehousing and distributing facilities in Dallas, Texas. Of these, twenty-three made use of public warehouses and fifty established their own storage facilities. These seventy-three concerns were those who established sales offices in addition to warehousing facilities. Besides these there were approximately fifty concerns which placed stocks in public warehouses for distribution from this point in 1931 for the first time.

What factors led these concerns, some of them leaders in their fields, to decide either for or against the use of public warehouses in this particular instance? This question was asked of the seventy-three concerns above mentioned. Their replies indicate that the following are the primary factors considered by sales managers and others in deciding which type of storage should be used:

1. *The type of product.* Obvi-

ously there are many products requiring special display or special services which could not be advantageously handled through public warehouses. Manufacturers of such products as sporting goods, radios, industrial machinery, store fixtures, automotive repair parts, etc., arranged for private storage space. As one concern put it: "Our line is very diversified as to numbers and sizes. One of our lines consists of 375 different numbers, each of which is made in five different sizes. We manufacture seven such lines. Past experience has proved to us that the handling of our warehouse is best left to someone who has a concrete knowledge of the items we manufacture. Furthermore, shipments from our warehouses are usually small shipments requiring a lot of detail work, prompt attention, etc., all of which we believe our own force can do better. Moreover, on account of the difficult handling of our merchandise in the warehouses, our expense is less than were we to store in a public warehouse."

2. *The volume of business in a territory.* A number of manufacturers regarded this as the primary factor in making a decision. When entering a new market or one where the volume of business is not great enough to warrant setting up their own warehousing accommodations these con-

Population Studies of Principal Markets and their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Fourteen: Washington, D. C.

(A.B.C. Trading Radius: 25 miles—The circle indicates distance only; not exact boundaries of trading area)



This series of market analyses is being widely used by sales executives to check sales plans for individual territories, to demonstrate to salesmen the real potentialities of their territories, and to check for efficient local advertising coverage. Are you making use of these data in your business?

THE group of counties analyzed in the Washington area paralleled the rate of growth shown by the nation as a whole during the past decade. While the city of Washington grew 11.3 per cent in population, some of the smaller suburban cities in Maryland and Virginia made much heavier gains. Hyattsville, Maryland, gained 59.4 per cent; Mt. Rainier, 55.6; Alexandria, Virginia, 33.7 per cent.

Especially interesting is the Washington analysis from the standpoint of purchasing power. The per capita spendable money income is higher in the District of Columbia than in the counties containing any of the cities which are larger than Washington (there are thirteen of them), with the single exception of New York. Washington's per capita spendable income is \$1,428.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the Reference Issue was printed, only approximate figures were available.

Market information about the Washington area may be obtained from: *Washington Herald*, *News*, *Post*, *Star* or *Times*.

For a list of the analyses which have appeared previously in this series, see the comments accompanying the Minneapolis-St. Paul study on the two following pages.

Users of these analyses are reminded that the circles shown on the maps are not presented as boundaries of the individual trading areas, but are meant only to indicate distance from the trading center. No attempt is being made in this series to set up trading areas.

An Analysis of 1930 Population Figures for Washington, D. C. and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Washington	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Washington		437,571	486,869	11.3	Dist. of Col.	437,571	486,869	11.3	\$695,200	\$1,428
** Hyattsville, Md.	5	2,675	4,264	59.4	Prince Georges	43,347	60,095	38.6	34,096	567
** Laurel, Md.	17.3	2,239	2,352	5.0	"	See above				
** Mt. Rainier, Md.	3	2,462	3,832	55.6	"	See above				
** Riverdale, Md.	6.1	1,533	1,533	..	"	See above				
** Rockville, Md.	16	1,145	1,422	24.2	Montgomery	34,921	49,206	40.9	40,537	818
** Alexandria, Va. ¹	8	18,060	24,179	33.7	Arlington, Va.	16,040	26,615	65.9	17,801	669
** Arlington, Va.	..	61	61	..	"	See above				
** Falls Church, Va.	6.9	1,659	2,019	21.7	Fairfax	21,943	25,264	15.1	7,104	281
TOTAL FOR AREA						553,822	648,049	17.0	794,738	1,226

¹ City located in Arlington County, but independent thereof.

** Eight largest cities outside carrier limits, but within trading radius (A. B. C.).

"Miles from Washington" figures are from the Official Guide of the Railways and, in a few instances, automobile road maps.

Number Fifteen: Minneapolis St. Paul

(A.B.C. Trading Radius: 25 Miles for Minneapolis; 30 Miles for St. Paul)

EVEN though the Twin Cities have certain definitely individual market characteristics, their close proximity makes it seem advisable, for the purposes of a suburban population study of this kind, to treat them at the same time. In the analysis of these markets, the main point of interest centers in the growth shown by the two counties containing the two big cities.

While Hennepin County as a whole gained 24.6 per cent in population between 1920 and 1930, that part of the county lying outside the city limits of Minneapolis jumped 53.3 per cent. By coincidence, Ramsey County, outside the city of St. Paul, showed exactly the same rate of gain—53.3 per cent. The gain made by municipal St. Paul paralleled the rate of national growth; Minneapolis grew somewhat more rapidly, having recorded a 22.0 per cent gain.

Three small cities within the carrier limits of Minneapolis almost doubled their population during the last decade; the eight largest cities outside the carrier limits, but within the trading radius, increased 12.1 per cent. Six small cities within the carrier limits of St. Paul gained 8.2 per cent, but the eight largest suburban cities outside these limits jumped 20.5 per cent.

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An Analysis of 1930 Population Figures for Minneapolis-St. Paul and Surrounding Territory Compared with 1920

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Cities	Miles from Minneapolis-St. Paul	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Minneapolis		380,582	464,356	22.0	Hennepin	415,419	517,785	24.6	\$511,853	\$989
* Robbinsdale	6	1,369	4,427	223.4	"					
* St. Louis Park	9.8	2,281	4,710	106.5	"					
* Hopkins	8	3,055	3,834	25.5	"					
* Anoka	20	4,287	4,851	13.2	Anoka	15,626	18,415	17.8	3,952	215
* Chaska	23	1,966	1,901	-3.3	Carver	16,946	16,936	0.1	7,306	431
* Waconia	31	901	1,291	43.3	"					
* Excelsior	18	799	1,072	34.2	Hennepin	See above				
* Wayzata	13	633	1,100	73.8	"					
* Jordan	49.6	1,106	1,119	1.2	Scott	14,245	14,116	-0.9	5,116	352
* Shakopee	38.8	1,988	2,023	1.8	"					
* Belle Plaine	57.1	1,251	1,235	-1.3	"					
Sub-Total for Minneapolis						462,236	567,252	22.7	528,227	931
St. Paul		234,698	271,606	15.7	Ramsey	244,554	286,721	17.2	272,611	951
* Hastings	20	4,571	5,086	11.3	Dakota	28,967	34,592	19.4	11,069	320
* Farmington	25.7	1,449	1,342	-7.4	"					
* White Bear Lake	22	2,022	2,600	28.6	Ramsey	See above				
* Jordan	39	See above			Scott	See above				
* Shakopee	28.2	"			"					
* Belle Plaine	46.5	"			"					
* Stillwater	13	7,735	7,173	-7.3	Washington	23,761	24,753	4.2	7,791	315
* Hudson, Wis.	19	3,014	2,725	-9.6	St. Croix, Wis.	26,106	25,455	-2.5	12,031	473
* W. St. Paul	1	2,962	4,463	65.8	Dakota	See above				
* S. St. Paul	5	6,860	10,009	45.9	"					
* Invergrove	"	"	"	"	"					
* N. St. Paul	9.4	1,979	2,915	47.6	Ramsey	See above				
* Newport	8	453	541	19.4	Washington	See above				
* St. Paul Park	"	900	982	9.1	"					
***					Wright	28,685	27,119	-5.5	10,405	384
***					Isanti	12,615	12,081	-9.0	4,206	348
***					Chisago	14,445	13,189	-8.7	5,028	381
***					Polk, Wis.	26,870	26,567	-2.9	10,493	395
***					Pierce, Wis.	21,663	21,043	-1.1	10,208	485
Sub-Total for St. Paul						441,911	485,636	9.8	348,958	718
TOTAL FOR AREA						889,902	1,038,772	16.7	\$872,069	\$837

* Cities within carrier limits (A. B. C.).

** Eight largest cities outside carrier limits, but within trading radius (A. B. C.).

*** Other cities and/or counties over 10,000 within A. B. C. trading radius.

"Miles from Minneapolis and St. Paul" figures are from the Official Guide of the Railways and, in a few instances, automobile road maps.

Market information about the Twin City area may be obtained from: Minneapolis: *Journal, Star, Tribune*; St. Paul: *Dispatch & Pioneer Press, News*.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4). A similar study of the New Orleans and Cincinnati areas will appear next week. Cities are being presented in the order of size of municipal population, beginning with the largest.

To Beautify Jersey Roads

NEWARK—United Advertising Corporation has inaugurated a survey to improve roadside advertising in this territory. The work will be in charge of Clarence B. Lovell, formerly secretary and general manager of the Outdoor Advertising Association of America, Inc., Chicago., who is now in charge of United's public relations department.

Industrial Dallas Develops Depression-Proof Advertising

DALLAS—Early in 1928 the Dallas Chamber of Commerce started an advertising campaign to acquaint the business leaders of the country with the rapid growth of the southwest and with the position of Dallas as a manufacturing and distributing center.

The review of the three-year campaign, announced this week, shows that the average number of new businesses started in the district gained from 455 yearly for the three-year period preceding the advertising to 761 between 1928 and 1931. The average number of new branches increased from ninety-eight yearly to 208. A total of 126 new manufacturing plants were established in Dallas in the last three years—sixty of them during the depression year of 1930.

During the first two years of the campaign administrative expenses were re-

duced and 90 per cent of the funds collected was spent in magazines and trade publications and for literature, under the direction of Tracy-Locke-Dawson, Inc. At the beginning of the third year of the campaign a portion of the fund was diverted to undertake two new lines of activity—an agricultural and livestock development program for the Dallas territory, and trade extension work to bring a greater percentage of the business volume available in the southwest to Dallas. With the opening of important oil fields in east Texas in 1930, Dallas now has an opportunity to become the greatest oil city in the world.

SALES MANAGEMENT carried the Industrial Dallas copy from the start of the campaign and in the third year was used with greater frequency than any other magazine or newspaper.



The SMALL ADVERTISER *with* *the* BIG FUTURE

MANY an American advertiser has found in THE SATURDAY EVENING POST the beginning and the reward of success.

That is because The Post is read by sound and substantial folk with money to spend and the intelligence to spend it with discrimination.

Three million families of such folk expose themselves weekly to the advertiser's message, whether it be in large space or small.

Surety of the small advertisement being seen is the evenness of editorial *interest* throughout the magazine, right from front cover to back.

THE SATURDAY EVENING POST looks to today's small advertiser as the source of tomorrow's great one, and affords him unique opportunity.

It enables him to display his wares in fair competition with all others, full upon the Main Street of the advertising world.

It provides him a means of addressing, under the most influential sponsorship, the foremost families of America—that hub *three-million-strong* which turns the *taste, thinking, buying* of the nation.

It gives him the same chance at a Big Future as it gave those advertisers, now great, who started in The Post and found it steadily profitable to stay there!

THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"

THE CURTIS PUBLISHING COMPANY



INDEPENDENCE SQUARE, PHILADELPHIA



Lamson Office Furnishings Made from Own Products

C. K. Pevear, in his newly opened New York office for the Lamson Company in the Chrysler Tower, has attempted to bring within a small area a complete descriptive display of materials handling products so that these may be seen and explained without the necessity of taking prospects to neighboring factories and warehouses.

In the medium of black and silver, with metal the outstanding feature, this office is a practical showroom of many Lamson Company products ingeniously displayed.

The furniture is metal, chromium plated. The walls are silver, designed to act as a screen on which to show motion pictures. A motion picture machine is concealed in a black enameled cabinet. The curtains are operated by electric motors and at the touch of a button the room is trans-



With the top off the table all the different rolls made by the Lamson Company are disclosed. Below: Mr. Pevear's office darkened for a motion picture showing of Lamson installations.

formed into a small private theatre, where the prospect may be shown films depicting conveyors in operation in various plants. The office has a complete library of films of the company's representative conveyor and pneumatic tube installations.

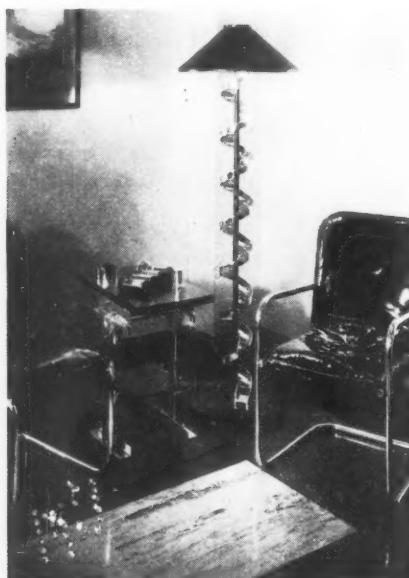
A large center table has six legs of chromium plated steel channels, with a heavy bakelite top. The table top is split in four sections and may be rolled back to disclose chromium plated rolls of every size and description manufactured by the Lamson Company, as well as samples of the company's entire line of bearings.

The chairs are constructed of chromium plated conveyor tubing and have black patent leather cushions. They not only decorate but serve a sales purpose. The seats and backs are made of samples of belting such as is used on the conveyors. These pieces of belting have clipper lacings around the edges, which in turn are laced with silk cord to the chromium plated tubing. To reveal to the prospect the conveyor belting, the cushions are merely lifted up.

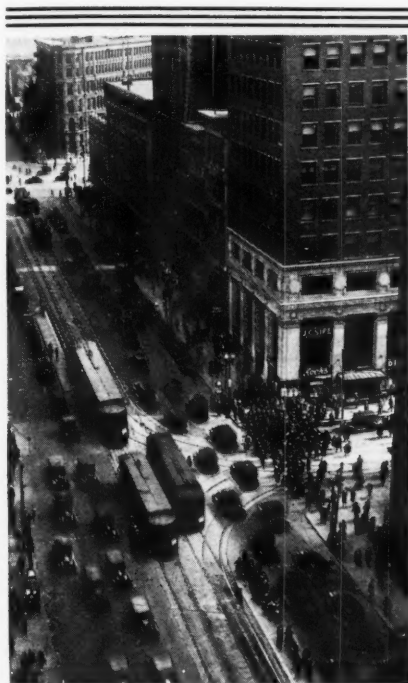
The three floor lamps are all working models of standard spiral conveyors. On the top of each lamp is a receptacle containing models of boxes and the like. These are used to demonstrate how each spiral conveyor design works.

The incidental furnishings, side table, ash trays, humidors, etc., are all made from conveyor or pneumatic tube parts. Four chromium plated sections of pneumatic tube carriers serve to hold four brands of cigarettes.

Even the lighting system is used to demonstrate Lamson products. The four U-shaped reflectors form troughs which are suspended from the ceiling by chromium plated tubes about one foot in length. The troughs are made from long pieces of oval pneumatic tubing split in half and are painted a soft black to contrast with the silver ceiling. They extend almost the entire length of the room, concealing the electric light bulbs. When lighted the effect of the light thrown against the silvery background gives a soft but luminous glow.



The floor lamps are working models of standard spiral conveyors.



The heart of a QUARTER BILLION DOLLAR Shopping Center

Here at the intersection of the National Road with the Dixie Highway . . . Washington and Meridian Streets . . . is the heart of retail shopping activity in Indianapolis . . . where the annual total of retail sales surpasses *\$220,000,000.

A remarkable transportation network of splendid highways, railroads, and interurbans, converges in Indianapolis . . . the state's geographical, governmental, industrial, commercial and financial center. By virtue of these advantages, Indianapolis wields a tremendous influence over the distribution, sale, and consumption of merchandise throughout all of central Indiana.

Keep *your* products before the eyes and minds of this responsive and profitable market. Fortunately, one newspaper . . . *first* in Indianapolis for 36 consecutive years . . . is completely adequate to do a thorough advertising job *alone*, for only *one* advertising investment. That newspaper is The News.

* 1930 Census of Distribution



Member of the 100,000 Group of American Cities

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1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL, 110 East 42nd St. DON U. BRIDGE, *Advertising Director* Chicago: J. E. LUTZ, Lake Michigan Bldg.

Will More Intensive Industrial Cooperation Lead Us Out of the Depression?

BY CHARLES F. ABBOTT

Executive Director, American Institute of Steel Construction, Inc., New York

BUSINESS has been drifting because leadership has not been adequate to cope with economic conditions. The time has arrived when trade associations must assume that leadership. This is sorely needed if industrial solidarity is to survive. Industrial individualism, if persisted in, would drive us further into chaos.

Trade associations must be strengthened and supported by larger memberships. At this time above all others they need a greater moral and financial support. Most of them maintain efficient organizations that should be equipped for more aggressive action. Industrial leadership must be mobilized and assert itself toward definite objectives. It goes without saying that they should command the confidence of the public and of labor. With such a program operative, general business would soon inaugurate a healthy revival on a sound and substantial basis.

The possibilities of business success under proper direction and control are apparent to all far-sighted executives. The question is will our industries recognize their opportunity and overcome the attitude of indifference that

is inviting a policy of disorganized drifting.

The public is depending upon our industrial leaders for improvement in business. The unemployed are anxiously awaiting an opportunity to return to work.

It is a time when business men should exert every effort to protect the idea of the trade organization so ably promoted by President Hoover as Secretary of Commerce, and which proved to be one of the most constructive contributions that American industry has ever received.

A responsibility rests with trade organizations to promote organized, intelligent leadership. It should be done, not alone for selfish business reasons, but in recognition of the trust imposed in business managements by the public, including the workers. Public welfare is at stake and unless the evident drifting gives way to a comprehensive program we may be encouraging a faith in communism. If our leaders fail in a time of stress then there should be no criticism if the populace seize the initiative which a disorganized system cannot or will not assume.

It is through the trade organiza-

"We cannot escape the fact that the non-cooperator has been too busy with his own affairs to appraise properly the world or the community in which he lives. He has been too preoccupied to realize that the crisis facing his business today will require, before it is over, a more intimate cooperation, not alone by the leaders of his industry, but by the rank and file of all of its units . . . any disintegration of trade associations would throw industry back to individual effort, thus wiping out the great cooperative progress of the last decade."—Charles F. Abbott



Charles F. Abbott

tions that industries must be aroused and their leaders organized for definite action. It is the only way effective work can be accomplished.

There was never a time when the important function of the trade organization has been so definitely demonstrated as at present. Its stabilizing influences have been constantly at work during the period of recent depression and to a large extent it has prevented what might have been a far more serious situation. The results of its efforts have not always been such as could be widely advertised, yet their contributions have been direct and effective. We have gone through the greatest economic depression in history without an uprising or any violent social disturbance.

Those associations which have been guided by able counsel and efficient management have established records of outstanding merit. It will be found that in such instances programs were designed with emphasis on public interest.

Our industrial associations are mediums of reciprocal understandings. We rightly look to them to encourage efficiency and promote better relations by broadcasting to the public the truth

(Continued on page 120)

VERMONT'S WATER POWER

a big industrial asset



15 MILE FALLS POWER PLANT, NEAR ST. JOHNSBURY, VT.

Photo Courtesy New England Power Association

While primarily an agricultural state, Vermont is becoming more and more important in manufacturing. This is due in large part to Vermont's water power. Only two states in the Union—Vermont and Maine—generate more power with water than with steam.

The largest power developments east of Niagara are located in Vermont. At Whitingham is an earthen storage dam, the largest in the world. Two hydro-electric developments on the Connecticut River near St. Johnsbury have recently been

completed at a cost of \$40,000,000 to generate 300,000 horsepower.

At present there are nearly 1,800 manufacturing establishments in Vermont. Thus, industrially as well as agriculturally, Vermont is soundly diversified. It is this diversification of income that practically assures a constant, stable buying power.

Vermont is a rich market, well worth the consideration of any manufacturer. The six Vermont Dailies cover the field completely. Write to any one of them for detailed information.

VERMONT ALLIED DAILIES

BARRE TIMES

BENNINGTON BANNER

BRATTLEBORO REFORMER

BURLINGTON FREE PRESS

RUTLAND HERALD

ST. JOHNSBURY CALEDONIAN-RECORD

CORPORATION PROFITS RETURN ON NET WORTH

Net Profits Are Shown After Depreciation, Interest, Taxes, and Other Charges and Reserves, but Before Dividends.

Net Worth Includes Book Value of Outstanding Preferred and Common Stock and Surplus Account at Beginning of Each Year.

(In Thousands of Dollars)

No.	Industry	Net Profits Year		Per Cent Change	Net Worth Jan. 1		Per Cent Change	Rate of Re- turn Per Cent	
		1929	1930		1929	1930		1929	1930
15	Agricultural Implements....	\$ 73,118	\$ 48,230	-34.0	\$ 500,829	\$ 550,136	+ 9.8	14.6	8.8
18	Amusements	67,715	67,316	- 0.6	397,431	480,353	+20.9	17.0	14.0
34	Apparel	22,602	7,757	-65.7	195,550	203,247	+ 3.9	15.6	3.8
27	Automobiles	356,319	156,702	-56.0	1,627,084	1,761,453	+ 8.3	21.9	8.9
58	Auto Accessories	98,845	33,949	-65.7	427,745	507,274	+18.5	23.1	6.7
16	Aviation	19,940	2,906	-85.4	141,351	172,137	+21.8	14.1	1.7
20	Bakery	55,620	51,140	- 8.1	364,550	380,071	+ 4.3	15.2	13.5
57	Building Materials	60,825	36,437	-40.1	725,245	758,073	+ 4.5	8.4	4.8
32	Chemicals	209,209	155,340	-25.7	1,163,624	1,357,994	+16.7	18.0	11.4
28	Coal Mining	9,447	7,842	-17.0	605,586	595,972	- 1.6	1.6	1.3
20	Confectionery & Beverages	43,401	43,155	- 0.6	182,653	196,686	+ 7.7	23.8	21.9
49	Cotton Mills	11,134	D-14,878	346,877	343,566	- 1.0	3.2
9	Dairy Products	47,702	53,957	+13.1	217,782	303,278	+39.3	21.9	17.8
17	Drugs & Sundries.....	82,054	78,960	- 3.8	371,011	411,011	+10.8	22.1	19.2
47	Electrical Equipment	175,867	103,519	-41.1	924,871	1,112,921	+20.3	19.0	9.3
5	Fertilizer	5,112	6,609	+29.3	132,326	139,128	+ 5.1	3.9	4.7
59	Food Products—Misc.....	119,152	92,649	-22.2	729,531	781,298	+ 7.0	16.3	11.9
8	Furniture	2,363	D-2,043	49,375	52,861	+ 7.1	4.8
31	Heating and Plumbing.....	52,331	20,977	-59.9	384,418	434,469	+13.0	13.6	4.8
43	Household Goods	85,363	47,702	-44.1	594,656	619,481	+ 4.2	14.4	7.7
57	Iron and Steel.....	403,024	184,446	-54.2	3,615,034	4,067,777	+12.4	11.1	4.5
12	Laundry and Cleaning.....	2,714	2,473	- 8.9	19,046	20,178	+ 5.9	14.2	12.3
11	Leather Tanning	D-9,174	D-8,666	135,193	120,908	-10.6
14	Lumber	4,095	D-1,936	79,932	77,356	- 3.2	5.1
103	Machinery	101,476	41,182	-59.4	692,668	750,374	+ 8.3	14.7	5.5
23	Meat Packing	37,257	28,661	-23.1	686,724	703,549	+ 2.5	5.4	4.1
54	Mdse.—Chain Stores	132,231	98,487	-25.5	765,394	855,860	+11.8	17.3	11.5
30	Mdse.—Dept. Store	34,082	19,808	-41.9	384,844	409,380	+ 6.4	8.9	4.8
5	Mdse.—Mail Order	45,125	8,379	-81.4	311,190	398,231	+28.0	14.5	2.1
13	Mdse.—Wholesale, etc.	9,099	D-1,480	130,731	131,104	+ 0.3	7.0
19	Mining, Copper	175,644	37,592	-78.6	1,073,853	1,382,197	+28.7	16.4	2.7
27	Mining, Other Non-Ferrous	120,544	56,013	-51.6	903,093	1,036,634	+14.8	13.3	5.4
16	Office Equipment	50,276	29,901	-40.5	237,172	249,259	+ 5.1	21.1	12.0
8	Paint and Varnish.....	14,234	3,047	-78.6	107,091	125,471	+17.2	13.3	2.4
39	Paper and Products	21,687	13,703	-36.8	465,150	461,626	- 0.8	4.7	3.0
77	Petroleum	679,972	343,325	-49.5	6,265,712	6,969,964	+11.2	10.9	4.9
12	Petroleum—Pipe Line	40,083	30,950	-22.8	206,789	209,276	+ 1.2	19.4	14.8
30	Printing and Publishing....	42,301	33,415	-21.0	209,204	221,584	+ 5.9	20.2	15.1
24	Railway Equipment	65,032	53,196	-18.2	805,991	842,235	+ 4.5	8.1	6.3
21	Real Estate	19,330	15,492	-19.9	204,683	208,716	+ 2.0	9.4	7.4
13	Restaurant Chains	9,655	8,195	-15.1	67,352	85,155	+26.4	14.3	9.6
22	Rubber Tires, etc.	36,980	D-20,566	569,422	661,489	+13.9	6.5
17	Shipping, etc.	20,595	10,198	-50.5	305,074	237,351	-22.2	6.8	4.3
17	Shoes	28,889	15,750	-45.5	213,547	222,834	+ 4.3	13.5	7.1
24	Silk and Hosiery.....	12,561	D-3,570	145,459	152,484	+ 4.8	8.6
10	Stock Yards	4,005	4,004	47,473	47,931	+ 1.0	8.4	8.4
17	Sugar—Cuba	D-3,235	D-15,979	282,576	274,634	- 2.8
28	Sugar—Other	29,045	20,755	-28.6	445,031	444,959	- 0.0	6.5	4.7
28	Textile Products—Misc.	26,116	3,930	-85.0	300,510	308,310	+ 2.6	8.7	1.3
27	Tobacco	112,805	121,465	+ 7.7	776,531	839,749	+ 8.1	14.5	14.5
10	Warehouse and Storage.....	4,327	3,424	-20.9	51,424	52,781	+ 2.5	8.4	6.5
8	Wool	D-5,563	D-8,768	153,113	147,650	- 3.6
126	Miscellaneous—Mfg.	164,041	94,714	-42.2	1,107,889	1,238,370	+11.5	14.8	7.7
45	Miscellaneous—Services	36,124	26,371	-27.0	339,180	371,689	+ 9.6	10.7	7.1
1560	Total Mfg. and Trading.....	4,063,496	2,246,140	-44.7	32,186,390	35,485,424	+10.2	12.6	6.8
155	Class I Railroads	861,000	P-499,000	-42.1	14,603,895	15,176,002	+ 3.9	5.9	3.3
51	Electric Light, Gas, etc.....	541,867	551,285	+ 1.7	4,915,331	5,829,984	+18.6	11.0	9.5
24	Bell Telephone Cos.....	217,105	201,646	- 7.1	1,938,442	2,087,727	+ 7.7	11.1	9.7
50	New York Banks (a).....	222,509	126,634	-43.1	1,564,847	2,052,048	+31.2	14.2	6.7
60	Insurance Companies (b)....	71,064	D-108,324	845,780	950,076	+12.3	8.4
1900	Grand Total	\$5,983,049	\$3,516,381	-41.1	\$56,054,685	\$61,581,261	+ 9.9	10.6	5.7

D—Deficit.

P—Preliminary.

(a) Calculated profits include dividends paid by, but not undistributed earnings or losses of security affiliates.

(b) Fire and casualty. Figures represent total stockholders' gains, including underwriting earnings and investment profits or losses.

The above table, reprinted from the April number of the magazine issued by the National City Bank of New York, provides interesting data for those who have been

following the studies presented from time to time in *Sales Management* relating to profitless sales and profit efficiency.

Training Jobber Salesmen to Manage Their Own Territories

BY E. E. POTTER

*General Sales Manager, Edison Lamp Works of General Electric Company,
Cleveland, Ohio*

THE function of the jobber's salesman, particularly in the electrical field, has undergone a radical change during the last few years. Where formerly it was his job merely to sell merchandise to the retail dealer, now the greatest part of his work is to sell merchandise for the retail dealer.

He has, in effect, ceased to be merely a salesman, and has become a sales manager. And while this may seem to be a rather grandiloquent title for a jobber's salesman, it is, nevertheless, a fairly apt one.

Definite though this change may have become, there is a wide variation in the degree to which different jobbers and their salesmen have realized it and have trimmed their sails to meet the wind from a new quarter. It is a well-known fact that there are many jobbers' salesmen today who are working just as hard as they did in 1920, without meeting the same degree of success as they formerly attained. Probably this is due, in many cases, to the fact that these jobbers and their salesmen have not fully realized the changes that have taken place, and have not, therefore, revised their sales tactics to suit the new conditions. Other jobbers, of course, have recognized the changing trends, and have shaped their operations accordingly.

The jobber's salesman who achieves success during the next few years will have fully earned it. For as a sales manager he is faced with the unusually difficult job of producing results without having any direct authority over a single member of his "sales organization."

The Edison Lamp Works realizes that it can advance only as rapidly as its distribution structure progresses. Consistent with this view, we endeavor, in addition to our direct merchandising activities, to make what contributions we can to jobbers' efforts to train and develop their sales staffs in the more effective sale of not only lamps, but other lines as well.

Because our organization is national in scope, and has intimate contact with hundreds of jobber organizations, we

find that we can usually make this contribution most effectively by acting as a clearing house for sales ideas and information developed either by ourselves or by our distributors. Consistent with this view the Edison Lamp Works is offering its jobbers' salesmen this year a plan which is designed to establish them definitely in their own minds as the sales managers of their territories and to assist them in functioning more efficiently as such.

The basis of this plan is a course of study entitled "An Outline of Selling—for the Jobber's Salesman," and is part of the Edison sales increasing plan, a yearly promotional program divided into monthly activities for use by Edison Lamp Works' jobbers and their salesmen.

The organization of the course is very simple. In the first book of the series of six, entitled "Sales Managing a Territory," there is a simple exposition of the changed conditions which jobbers face at the present time, with a brief analysis of the steps the salesman must take in order to meet them. This presentation was prepared by H. B. Tompkins, general sales manager of the General Electric Supply Corporation, a jobber organization which has eighty-one branches, and employs approximately 600 salesmen. Mr. Tompkins has risen from the ranks of jobber salesmen and has won national recognition for his ability to train and develop men in selling work. He is, therefore, in a position to speak with authority on the subject.

In the introductory volume, Mr. Tompkins points out that the efficient operation of a territory must include all of the following factors:

1. A town-by-town or community-by-community examination of the territory to discover where existing distribution is good, where it is only partly adequate and where it is definitely weak or non-existent.
2. An intelligent method of obtaining new outlets where they are needed.
3. An effective program to improve and maintain the sales ability of dealer accounts.

To each of the first two of these



E. E. Potter

subjects will be devoted a subsequent book in the course. The third subject will be covered in three volumes that are to follow. Each of them will be prepared by a jobber executive who has distinguished himself in the particular field discussed.

According to Mr. Tompkins' subdivision of the subject: "There are three main factors which affect the dealer's progress: First, his operation inside the store, the selection and maintenance of proper stocks and the methods of selling employed by him and his clerks. Second, there is the problem of the proper display of merchandise in the window and the layout of the interior of the store in order that merchandise may be displayed to the best advantage there. Few dealers realize how extremely important this is, and fewer still accomplish it. Third, there is the question of helping the dealer and his organization to build up effective solicitation of business outside the store through the proper use of newspaper advertising, house-to-house selling and direct mail."

It is to be noted here that the Edison sales increasing plan embraces the supplying to the retail dealer, through the jobber's salesman, of the sales aids mentioned in Mr. Tompkins' analysis.

The Edison Lamp Works' own attitude toward the course is best summed up in the following foreword to the first book: "The writers of

(Continued on page 123)

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, APRIL 15.—The depression and legislative cares are forgotten here this week. Hotels are crowded, streets are thronged. More than 300,000 visitors have come to see the cherry blossoms.

Additional Taxes next year are likely to take the form of a sales tax on a wide range of articles, according to persistent rumors from the Treasury Department. When questioned, officials usually mention the eminently satisfactory sales tax on cigarettes and refer to the facility of raising money by sales taxes during and after the war. While it is probable that Federal income taxes will not be increased, no assurance can be given as to other forms of taxation.

Opposition to Sales Taxes is being vigorously organized by the U. S. Chamber of Commerce. The subject will be discussed at length during the chamber's annual meeting, April 28 to May 1, at Atlantic City. And the opposition will cover all forms of taxation on retail sales. Interested officials say that while in principle the sales tax may be satisfactory, in practice it tends to increase at a dangerous rate. They mention the Federal tax on cigarettes as exorbitant, and point to state gasoline taxes which began generally at one cent a gallon and rapidly increased to six cents in some states.

Business Stabilization will be the general idea running through the entire program of the chamber's meeting. Many important discussions will be based on material about to be published in the form of a report, "Trends in the Organization and Methods of Distribution in the United States." This material does not attempt to solve anything but presents probably the most accurate available picture of present-day distribution in all important lines and through all channels. It is part of a joint report which will cover both the United States and Europe. The section on the United States is to be sold at twenty-five cents a copy, and it promises to be of exceptional value to manufacturers and distributors.

Both Curiosity and Anxiety are expressed regarding the next anti-trust suit by the Department of Justice. It is probable that several cases, to be filed in the near future, were an outgrowth of investigations by the Federal Trade Commission. They mean that the commission found the findings as to the facts more serious than anticipated. Some time ago when the writer asked a prominent government official to briefly express the fundamental cause of cases of the kind, he answered instantly, "Shyster legal advice."

Practically all Anti-Trust Cases during the last five years have shown convincing evidence of attempts to technically evade the law. It seems that the government is now determined to prove that it can't be done, for the reason that the anti-trust laws deal with results and not with methods, and where the results are illegal the methods are condemned.

Chambers of Commerce in all sections of the country are realizing the necessity of building up their own industries rather than to lure manufacturers away from other communities. This movement will be discussed at length this summer, and by early fall hundreds of chambers will have launched campaigns to procure and disseminate practicable economic data that will enable manufacturers to conduct their business more profitably.

Warnings as to Cut Prices are included in reports from various quarters and have been verbally and unofficially mentioned this week. This means that in many lines manufacturers have reduced prices to the point where further reductions do not increase sales.

Repeal of Anti-Trust Laws agitation is increasing. Like propaganda for the Capper-Kelly Bill, which cost a great deal of money, this agitation is useless. The anti-trust laws will not be repealed, regardless of industrial interests. It may be possible to amend the Clayton and Federal Trade Commission Acts during the next session of Congress, and it will profit business men to think in terms of amendment rather than to be carried away by useless and expensive propaganda for repeal.

Chain Store Taxes eventually will be enforced by various states, regardless of the outcome of the Indiana case which is soon to be decided by the U. S. Supreme Court, in the opinion of several authorities. Precedent for increasing taxes on larger incomes is found in the Federal Income Tax Law, and several prominent attorneys are convinced that those states which want to tax the chains will find a way to do it.

Curtailment of Oil Production will be a factor in unscrambling the industry during the next two or three years. Three authorities, all who were interviewed, expressed a belief that the plan of the ten oil producing states to curtail and prorate production under state supervision will meet with some success. It is said that the Federal government will cooperate without actually participating in the plan, and that agreements between the states to restrict production will be legal, although the same agreements among groups of individual producers in different states would be illegal. The plan has aroused false hopes in some quarters, for it can only be applied where large industries deal direct in basic raw materials.

The Threat of Senator Borah to promote Federal supervision of oil distribution under the ten-state plan is not taken seriously. There will be no Federal interference unless the oil industry takes advantage of the plan to gouge the public, and it is probable that outside competition will keep prices within bounds. Again Senator Borah has seized an opportunity for newspaper mention.



"... he is not taken seriously."

24 SHEET POSTERS

WINDOW DISPLAYS

BOOKLETS - FOLDERS

SILENT SALESMEN

CALENDARS

CARTONS

LABELS

CAR CARDS

The 24 Sheet Poster or the Tiny Label

*No job is too large or
too small for U. S.*

GEARED for any size job, from the small run of several thousand to the large ones of many million pieces, there is nothing in color advertising which we cannot do.

And because of the way we operate, you are assured of plus value in everything you entrust to us.

Working as our designers do with the leaders of more than two hundred different industries, they have a broader experience and background.

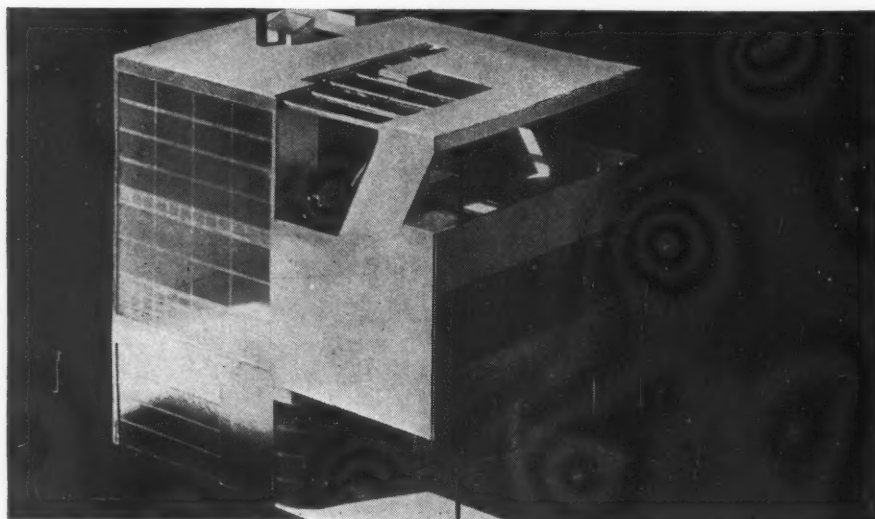
Knowing the limitations of presses, paper, ink, and plates from practical standpoints, they know how to surmount these limitations.

And with separate and distinct reproducing plants — each a unit — each manned by its own set of craftsmen — each devoting itself to one form of color reproduction, U. S. has the resources for any type or kind of work.

It costs nothing to get the benefit of U. S. help and experience in developing ideas and putting them into finished form. This service is available through your advertising agency or direct from us. One of our sixteen branch offices is within easy reach of you.

THE UNITED STATES PRINTING AND LITHOGRAPH CO.
CINCINNATI BALTIMORE BROOKLYN

Service Offices in 16 Cities



The home of the future, whose owners mustn't throw stones.

Now: The Glass-Aluminum Home with Ultraviolet Illumination

NEW YORK—A house of glass, aluminum and steel, insulated so that a three-inch wall is more effective than fourteen inches of masonry in excluding heat and cold and weighing one-twelfth as much as homes of similar size of concrete and steel, has been built to designs in actual size in Grand Central Palace by the Architectural League of New York. A. Lawrence Kocher is the architect.

Later the house will be transplanted to a suburban plot.

The main duplex living room has glass walls at two ends. By night it will be illuminated by Claude Neon lights approximating sunlight, in even distributed non-glaring quality and containing ultraviolet rays. Half the ground area is regained by means of a flat roof made into a garden terrace. The cellar has been eliminated and the garage and heating system are installed on the ground floor.

The dining room is convertible into additional living space—a rubber-surfaced table rolling back on a cylinder, like a window shade, when not needed. Rooms are laid out with folding partitions and hygienic ventilation is provided.

The library, above the duplex room on the lower floor, is illuminated by a skylight. Around it have been placed Neon lights, to provide illumination of comparable quality and from the same direction at night as in the daytime.

The materials are standard and will be readily available. The house can be bought in sections and built in less than a week. The Aluminum Company of America cooperated in supplying parts for the model.

Mr. Kocher is editor of the *Architectural Record*, an F. W. Dodge publication.

Cunningham Heads RCA Radiotron

HARRISON, N. J.—Elmer T. Cunningham has been elected president of RCA Radiotron Company, Inc., tube manufacturing subsidiary of the Radio Corporation of America, to succeed T. W. Frech, who has returned to his former duties as vice-president in charge of the incandescent lamp department of General Electric.

Mr. Cunningham has been head of E. T. Cunningham, Inc., radio tube organization, which likewise is a wholly-owned subsidiary of RCA.

CAMDEN—B. Gardner, president of Canadian Victor Company, has been appointed manager of a newly created International Division of RCA-Victor Company—having charge of all foreign business of RCA-Victor and its subsidiaries. Mr. Gardner will continue as president of the Canadian company.

For some years he was active in developing the company's sales in Japan and China.

Durston Joins Frohman

NEW YORK—Gilbert H. Durston, former advertising director of the Mohawk Carpet Company, and more recently in charge of sales development for the Heywood-Wakefield Company, has joined Louis H. Frohman Advertising Agency here, where he will be engaged in marketing and research work. Firth Carpet Company, New York, has engaged this agency.

Food Chains Cut Prices Faster than Costs, Government Hears

WASHINGTON—Retail prices of essential foods have been reduced 16 to 50 per cent in the last year, and usually below corresponding commodity levels, the National Chain Store Association, New York, reported to the Senate Investigating Committee this week. The figures were submitted on behalf of one company, but others throughout the country telegraphed the association that like reductions had been effected in their territories.

The inquiry is directed primarily into prices of bread.

"The cost of flour to our company last December was 23.6 per cent below the price we paid in September, 1929," this retailer explained.

"The investigation made by the Federal Trade Commission for the Seventieth Congress shows that the cost of flour is only 39 per cent of the retail sale price of a loaf of bread in chain stores. Based on this report, we might therefore have been expected to reduce our retail price of bread 23.6 per cent of 39 per cent, or 9.2 per cent.

"We have, however, reduced it from six to five cents, or 16.67 per cent. This is due to very material savings we have been able to make in overhead, hauling, wrapping paper and cartons, in addition to the reduction in the cost of flour noted.

"Our company has accomplished this result without wage reductions and, in fact, our wage rates of labor have actually increased during that time.

"We are now paying 38 per cent less for eggs than we did a year ago, but we are retailing them for 44 per cent less than then; paying 25 per cent less for butter, but retailing it for 26 per cent less; 7½ per cent less for cheese, but retailing it for 30 per cent less."

DeVaux Campaign Ready

OAKLAND—The national advertising campaign by the new DeVaux-Hall Motors Corporation for its DeVaux Six will get under way in the April 25 issue of the *Saturday Evening Post*—to be followed by full pages monthly in the *Post*, *Time* and *Collier's*. Newspapers in larger cities and six business papers will also be used. Plants are located at Oakland and Grand Rapids.

Hercules Names Marvin

WILMINGTON—Theodore Marvin has become advertising manager of Hercules Powder Company. Former assistant advertising manager and editor of the *Explosives Engineer*, he assumes the post vacated April 5 by the death of Nelson S. Greensfelder.



"All Roads Lead to Rome"

Some advertisers judge a newspaper by the amount of classified advertising it carries; some by its relative volume of display advertising; some by the amount and merit of the news it prints; some by the service it renders to the community and the consequent degree of good will which it engenders; some by the number of homes to which it is delivered; some by the thoroughness and uniformity with which it covers the desired territory.

In the Los Angeles market it makes no difference what routes are taken. All roads lead to that great home-owned newspaper—

Eastern Representative:
WILLIAMS, LAWRENCE &
CRESMER CO.
360 N. Michigan Blvd., Chicago
285 Madison Ave. - New York

Pacific Coast Representative:
R. J. BIDWELL COMPANY
742 Market St., - San Francisco
White Henry Stuart Bldg., Seattle

Los Angeles Times

\$100,000 in Advertising, \$10,000 for Slogans for Free Wheeling

SOUTH BEND, IND.—The consumer contest idea, revived by R. J. Reynolds Tobacco Company in announcing its plans to award \$50,000 for the best summaries of the advantages of moisture-proof cellophane wrapping on its Camel cigarettes, has just been given further impetus by other advertisers. In a \$100,000 advertising campaign Free Wheeling Patents Corporation, of this city, has inaugurated a contest in which 1,072 prizes totaling \$10,000 will be given for the best slogans on its free wheeling process now used on Pierce-Arrow, Lincoln, Studebaker and Hupmobile cars.

The free wheeling campaign is being run in 225 newspapers in 131 cities—Pierce-Arrow, Studebaker and Hupp dealers cooperating in offering demonstrations, distributing entry blanks and in other ways. For the most part the copy, handled by Roche Advertising Company, Chicago, is appearing only where all cars have dealer representation. The factories, however, may supplement this campaign by running their own contest copy in other points not on the list. In its contest Free Wheeling Corporation has taken certain precautions which Reynolds appeared to have overlooked. The contest is open, for example, only to persons, not employed by these five corporations, over eighteen years of age; and the words "and staff" have been added to the list of the three judges: Rome Stephenson, president, American Bankers' Association; B. C. Forbes, editor, *Forbes Magazine*; and Gilbert T. Hodges, president, Advertising Federation of America.

The Reynolds contest was criticized in some quarters when it was known that the 1,000,000 or more letters received were read by a clerical force and only about 1,000 of them submitted to the judges themselves.

In the free wheeling contest, however, it is necessary to go to a Pierce-Arrow, Studebaker or Hupmobile dealer. Although free wheeling is used on Lincoln cars, the Lincoln Company, in accordance with Henry Ford's usual conservative policies, is not participating in the contest.

Apple Robot Comes East

SEATTLE—National Apple Vendor Company has opened offices at Chicago preparatory to more intensive distribution of its machines in the middlewest and east. The robots sell a large portion of the Washington apple crop in stores, depots, clubs and other places.



J. W. Dozier

Directs Domestic Sales for National Cash

DAYTON—J. W. Dozier, for twenty-five years a member of the organization of the National Cash Register Company, has been appointed director of domestic sales, with headquarters here. J. H. Angleton has been promoted to domestic cash register sales manager and J. M. Wilson, Jr., manager of domestic accounting machines sales.

Mr. Dozier began with the company as a stenographer and supply clerk in its Chicago office. For want of space he placed his desk in the basement. His industry attracted attention and within six months he was made secretary to the divisional sales manager—two years later being transferred to a similar position in New York. Subsequently he was office manager of the sales department at Dayton, assistant to the sales manager, and assistant sales manager.

Mr. Angleton has been promoted from the position of manager of the northern sales division. Mr. Wilson has been manager of the accounting machine division for the last year.

Business Editors' Program Gets National Hook-Up

WASHINGTON—Secretary of Commerce Lamont, Secretary of Labor Doak and Stanley A. Dennis, president of the National Conference of Business Paper Editors, will speak over a nation-wide radio network at the annual dinner of the conference in Washington Monday evening, April 20.

Brown Shoe Company Walks Straight Ahead to Bigger Volume

ST. LOUIS—The Brown Shoe Company manufactured, sold and shipped to customers during March 76,911 more pairs of shoes than in March, 1930, John A. Bush, president, announced this week. Orders received since January 1 show a substantial increase over the same period last year and factory personnel has been enlarged.

The company makes shoes for men and women under the Brownbilt brand and Buster Brown shoes for children—the price range being in the middle "register" which represents 80 per cent of all shoe sales.

In a radio and magazine advertising campaign, conducted by the Gardner Advertising Agency, the company is emphasizing the "tread straight" principle, first employed by the Indians which causes the wearer to point his toes straight ahead, "thus relieving fatigue and improving posture."

The company's sales force of 350 men has been trained to aid retailers in solving their problems—among them stock control, record keeping, window displays and store arrangement.

\$10,000 for Best Slogans for La Palina Cigars

PHILADELPHIA—Congress Cigar Company will give \$10,000 in prizes—the first of \$5,000—for the best slogan for La Palina cigars, "to be accompanied by a twenty-five-word explanation" of why the entrant "thinks it is a good slogan."

The campaign of six advertisements is appearing in 220 newspapers and in the La Palina radio programs each night. Dealers and distributors are cooperating with window posters and displays. With only one-third of the list of publications used, 17,000 entries in the contest were received the first day.

Sohio Makes 12 Talkies to Train Employees

CLEVELAND—Standard Oil Company of Ohio has signed a contract with the Wilding division (Detroit) of Metropolitan Sound Studios, Hollywood, for twelve industrial talking pictures for employee training. Four of the series, already completed, are entitled: "Growing with Sohio," "The Why of the Knock," "Tell the Public" and "The Superiority of Sohio Lubricating Oils."

IRVING S. PAULL, PRESIDENT
 1100 HIGHLAND, SECRETARY
 AMERICAN SECURITY & TRUST CO., TREASURER
 100 STREET AT PENNSYLVANIA AVE. WASHINGTON, D. C.
 BOARD OF TRUSTEES
 JOHN A. SWEETSER, CHAIRMAN
 BIELON-SANFORD CARPET CO., INC.
 FRED BOOTH
 FIFTH CARPET COMPANY
 J. Y. DIETZ, FRY
 HANCOCK & HANKE COMPANY
 ARTHUR W. SHUTTLEWORTH
 JOHNSON CARPET MILLS, INC.
 MATTHEW P. WHITTALL
 W. J. WHITTALL ASSOCIATES, LTD.
 THOMAS EDWIN, JR.
 ALEXANDER SMITH & SONS CARPET CO.
 HENRY B. SPRAGUE
 MONSIEUR CARPET CO.

INSTITUTE OF CARPET MANUFACTURERS OF AMERICA, INC.

CHRYSLER BUILDING NEW YORK, N. Y.

VANDERBILT 3-9282

April 6, 1931

Mr. James True
 950 National Press Building
 Washington, D. C.

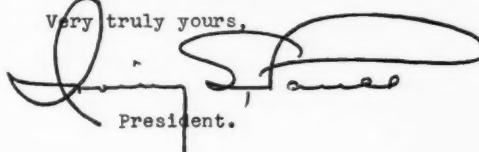
Dear Mr. True:-

Nelson B. Gaskill has done a fundamental job of reasoning and his report on price control represents a sounder contribution to economic intelligence than anything that has appeared in the past fifty years. His economic soundness, legal integrity, and breadth of experience, eminently qualify him to render this service to business and society as a whole.

It should be read by every business executive, banker, legislator and economist in the country. It bears upon the fundamental problems of agriculture and labor relations. It would make a remarkable text for the universities and educational institutions of the country because it deals not with a passing phase of business but goes to the root of the whole subject.

I am ordering a copy for the executive head of each concern in the Institute.

Very truly yours,



President.

ISP/McC

"Price Control in the Public Interest"

The first comprehensive report on the subject of price maintenance has just been issued by the Washington Bureau of SALES MANAGEMENT.

It is by Nelson B. Gaskill, former chairman of the Federal Trade Commission and the man Hoover selected to write the chapter on legal relations for the text book on trade associations published by the Department of Commerce.

It will tell you what you can do and what you cannot do to control prices.

Its price is \$5.00 a copy.

Washington Bureau of Sales Management

951 National Press Building

Washington, D. C.

"To the Ladies!" Says Thompson, Discarding One-Arm Chairs

BY LESTER B. COLBY

CHICAGO—With the backing of William Wrigley, Jr., chewing gum magnate; John D. Hertz, who developed the Yellow Cab; Charles S. Pearce, president of Colgate-Palmolive-Peet Company, and other business luminaries of the middlewest, and with the aid of an aggressive merchandising program, especially to attract more women customers, John R. Thompson, Jr., has started out to build the greatest restaurant chain in the world. Graduating from Yale to counterman in his father's one restaurant, Mr. Thompson, at thirty, became president of the John R. Thompson Company, already a sizable chain. The company now has 122 restaurants in forty-two cities (forty-nine of them, however, are in Chicago and twelve in New York), and is rapidly making headway on a \$1,000,000 expansion program, which involves six new "super-restaurants" in Chicago and three in New York. The largest of these, recently opened at 27 West Randolph Street, Chicago, cost \$150,000.

The company's business, Mr. Thompson believes, is to merchandise food. And to get more and more people to eat Thompson food, he is building not only more and bigger and better restaurants, but is selling them food to take home.

Cherry pies, for example, have been sold in the Thompson restaurants for nearly forty years. Nearly everyone, the executives thought, had heard of or tried Thompson's cherry pies. So recently they decided upon a plan to push the pie business.

Display advertising was placed in Chicago daily newspapers announcing: "For one week only—50,000 oven-fresh cherry pies thirty-five cents!" A girl and a pie were shown in the copy with the command, "Take one home tonight."

Did they take 'em home? In five days 35,000 pies went.

"We jumped our cherry pie sales over the counters more than 200 per cent during the campaign," an executive of the company explained to this magazine. "We are maintaining the sales. The campaign stimulated all business in all restaurants. We estimate that our cherry pie campaign gave us from 3,000 to 5,000 new customers. Besides that we created enthusiasm within our own organization and

good-will toward all of our products." To the newspaper advertising campaign for the pies radio and posters were added.

In the newer Thompson restaurants the old "one-arm-chair," looked upon as a fixture in Thompson eating houses for more than thirty-five years, has vanished. The familiar white tile is gone.

"The merchandising appeal of white tile is ended," said the official. "It was good in the day when most restaurants were under a more or less mild suspicion in regard to cleanliness. But now restaurants in general have cleaned up."

Fine woods, colorful marbles, modernistic lighting, electric cooling, modern plate-glass-covered counters with rustless metal fastenings, costly soda fountains and handsome tables with comfortable chairs make up the newer picture. Fifty per cent of the old one-arm chairs will soon be replaced with table equipment.

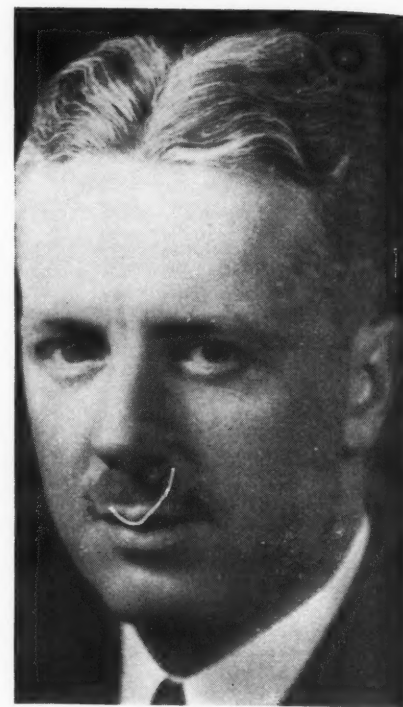
Formerly no one could smoke in Thompson's. Signs in all restaurants read, "Positively no smoking." They're down now, all of them, because to the newer restaurants the women are coming, and women *will* smoke.

Because of the influx of women, something else has happened. Thompson's is employing girls more and more behind the counters, especially at the soda fountains. Only a few years ago Thompson's employed no women help. Only men, and only men ate there. A woman customer was a rarity. Women thought them "men only" restaurants.

"Our patronage by women and children is growing by leaps and bounds," the executive said. "We did it by merchandising to them; aiming an appeal at them; giving them the sort of service they want. We added girls not to replace men, not to cut costs, but to improve the service and bring more women in."

Hazzard Buys Emerson Shoe

BOSTON—Hazzard Shoe Company, Gardiner, Maine, has purchased the Emerson Shoe Company, Rockland, Massachusetts. Hazzard operates factories in Gardiner and Augusta, Maine, and 150 retail stores in various parts of the country. It will build large additions to both plants, doubling the present working force of 2,500. Emerson operations will be transferred to Maine. Hazzard has acquired the Emerson name and good-will but no physical properties.



A. J. Kerin

Postal Starts Campaign to Phone Telegrams; Promotes Kerin

NEW YORK—A. J. Kerin has been appointed general sales manager of International System (Postal Telegraph, Commercial Cables, All American Cables and Mackay Radio & Telegraph).

Joining Postal in 1929 after ten years in sales and distribution work with Western Electric Company, Mr. Kerin reorganized its supply and purchasing department.

The International System has inaugurated a newspaper advertising campaign in New York, Philadelphia, Columbus, Cleveland and Los Angeles, to advance the idea of telephoning telegrams. In the New York test, radio programs are appearing weekly over WABC and WEAJ. To promote Postal telegrams and Theatre Ticket Service, stage stars from various Broadway shows are furnishing entertainment.

A new phase of the International System's service, being announced in the campaign, is an arrangement effective May 1 whereby reservations on planes of Transcontinental & Western Air, Inc., American Airways, Inc., Mid-Continent Air Express, Western Air Express and Eastern Air Transport, Inc., may be made by phoning Postal Telegraph. The Postal operator will provide information on plane schedules, make reservations and, if desired, arrange to deliver tickets by messenger to the customer at his home or office.

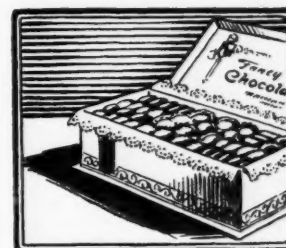
FIRST in Food Sales
Per Unit of Population
 (19% Above Average)



FIRST in Cigar and Cigarette Sales
Per Unit of Population
 (120% Above Average)



FIRST in Candy Sales
Per Unit of Population
 (65% Above Average)



of 10 Major Wisconsin Markets

INCLUDING MILWAUKEE

—1930 U. S. Census of Distribution Figures

1930 U. S. Census of Distribution figures show Janesville leads 10 major Wisconsin markets including Milwaukee in per capita sales in three important classifications: food products, cigars and cigarettes and candy. Janesville sales are 26% above the average per capita of these 10 major markets for lumber and building material; 9% above the average in total retail; 12½% above the average in automotive; 34% above average in hardware and 49% above average in paint, glass, plumbing and heating and electrical shops.

Here is definite proof of the value of the Janesville market to advertisers who plan to increase sales in 1931. The Janesville market includes 42 cities and towns in the Southern-Wisconsin territory, covered completely by the Janesville Gazette, read by more than 65,000 people every evening, a daily visitor to 15 out of 15 homes in the City of Janesville and 13 out of 15 homes in the Greater Janesville Market Area. **ROUTE YOUR SALESMEN INTO JANESVILLE.** Use the Janesville Gazette to create greater and more profitable sales in Southern Wisconsin during 1931.

NOTE TO SALES AND ADVERTISING EXECUTIVES: Facts about the Janesville market and 9 other major Wisconsin markets have been analyzed and subdivided according to the major classifications and total sales in these markets. Write today for your copy of "The Consumer's Dollar in the Janesville Market," a comparative analysis of 10 major Wisconsin markets based upon 1930 U. S. Census of Distribution figures—soon to be delivered by the printer. Over 18 maps, graphs and charts make this 16-page booklet invaluable in determining where to concentrate sales and advertising effort in Wisconsin.

The Janesville Gazette

JANESVILLE, WIS.

THOS. G. MURPHY, Adv. Director
 H. H. BLISS, Publisher
 FREDERIC A. KIMBALL COMPANY, INC., Representatives: Chicago New York Pittsburgh Philadelphia Detroit Milwaukee
 WCLO—Janesville Gazette Radio Station

Rail and Ship Lines Start "Sampling" to Attract Trade

NEW YORK—Railroads and steamship lines are going in for "sampling" on a more extensive scale.

The Boston & Maine Railroad will start this month popular-priced Pullman sleeping car excursions. A train of Pullman cars which passengers may also use as a hotel in an over-night stop, will be operated from the North Station, April 18—the rates for three nights being less than half the usual fare in sleepers.

The Boston & Maine has printed for nation-wide distribution 100,000 copies of a new booklet, "Summer in New England, 1931," listing 2,000 hotels, summer camps and farmhouses and 200 golf clubs.

Meanwhile the Cunard Line, the falling off of whose earnings last year has caused considerable gloom in the British Isles, has just announced that three of its largest vessels—the *Mauvetania*, *Aquitania* and *Berengaria*—will be available for four-day weekend cruises throughout the summer at a minimum all-expense price of \$50. "The early sailings will cruise through the balmy waters of the Gulf Stream." Later the route will be swung further north.

Meanwhile the Bermuda Trade Development Board has announced that 43,000 persons, not including cruise passengers, visited there last year—the number establishing a record. The Bermuda Trade Development Board has just started a new advertising campaign using newspapers in eastern cities of the United States and color pages in magazines.

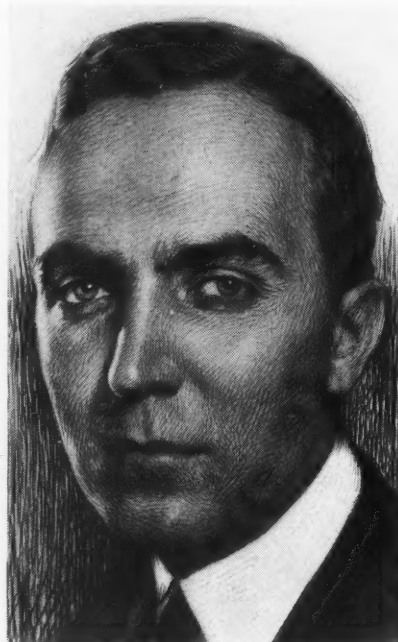
Clarence Chamberlin to Sell Own Planes

JERSEY CITY—Clarence Chamberlin, transoceanic flyer and local airplane manufacturer, has filed application for the incorporation of the Chamberlin Flying Service, Inc., a sales and service corporation for the new two- and eight-seater Chamberlin planes.

Mr. Chamberlin, president of the company, will be personally in charge of sales. Its activities will include general flying service, special charter flights, air express, instruction and aerial photography.

Penn-Dixie Promotes

NEW YORK—H. B. Springer has become manager of contract sales of the Pennsylvania-Dixie Cement Corporation. Clark P. Brown succeeds him as district manager at Philadelphia.



C. H. Bliss

Bliss, Nash Sales Head, Now a Vice-President

KENOSHA—C. H. Bliss, general sales manager of Nash Motors Company, has been appointed vice-president and director of sales, a new position. No other changes are involved.

Mr. Bliss has been with Nash since its inception in 1916. Previously he was an automobile dealer.

Magnolia Oil, 20, Honors Three of Its Founders

DALLAS—Calvin N. Payne, Henry Clay Folger and J. S. Cullinan, founders of the Magnolia Petroleum Company, a subsidiary of Standard Oil Company of New York, are honored in a special issue of *Magnolia News*, published on the twentieth anniversary of the company's founding. Mr. Payne and Mr. Folger were also executives of the former Standard Oil Company; Mr. Cullinan has been regarded as the dean of oil men in the southwest. Mr. Folger and Mr. Payne died a year or two ago, but Mr. Cullinan is still active in company affairs.

In keeping with the Standard Oil policy of "promotions from within," one article in the issue tells how all the thirteen directors in the Magnolia company started their business life "at the bottom," the largest original salary of any of them being about \$50 a month.

The anniversary is the theme of a special campaign of five advertisements appearing in 179 newspapers, farm papers and business papers in Texas, Oklahoma, Arkansas, Louisiana and New Mexico.

American Radiator Uses National Broadcast to Enthuse Dealers

NEW YORK—"The dealer who expects to survive must tell the story of comfort, cleanliness and health and not the story of cast iron," A. R. Herske, sales promotion manager of the American Radiator & Standard Sanitary Corporation, said last week in an address over a nation-wide broadcast hookup, which all the company's dealers had been invited to hear.

"Our industry has been too craft-conscious," Mr. Herske said. "We have taken a great pride in our mechanical ability and while it is true that we should maintain our present standards, we must remember that pride and performance mean nothing when you cannot perform."

Mr. Herske described the efforts of his company to "carry the story of modern radiator heat into the 16,000,000 old homes in America." During the latter part of 1930 there were installed in these homes 34,911 American Radiator heating systems.

Thirteen Sales Groups to Meet with A. F. A.

NEW YORK—Thirteen sales and advertising groups have decided to hold meetings in conjunction with the annual convention of the Advertising Federation of America at the Hotel Pennsylvania, New York, June 14-18, Earle Pearson, general manager of the A. F. A., informed this magazine this week.

The groups are the Association of Newspaper Classified Advertising Managers; Broadcast Advertising; Direct Mail; Federation of Women's Advertising Clubs of the World; International Trade Conference; Magazine Group; Manufacturers' "Merchandise Advertising" Association; National Association of Teachers of Marketing and Advertising; National Retail Dry Goods Association (sales promotion division); Newspaper Advertising Executives Association; Outdoor Advertising Association of America; Public Utilities Advertising Association, and Newspaper Representatives.

The American Express Company has been appointed transportation agent for the convention.

BOSTON—The local office of the American Lithographic Company, Inc., has been moved to the Statler Office Building, 20 Providence Street.

THERE ARE
SIX DAILY
NEWSPAPERS IN
LOS ANGELES

yet

142 NATIONAL
ADVERTISERS

used the

EVENING
HERALD
EXCLUSIVELY

to reach this Great
Rich Market in 1930

REPRESENTATIVES

NEW YORK
HERBERT W. MOLONEY
342 MADISON AVE.

CHICAGO
JOHN H. LEDERER
326 MADISON

DETROIT
RAY MILLER
GENERAL MOTORS BLDG.

SAN FRANCISCO
A. J. NORRIS HILL
HEARST BLDG.

5,000,000th Apple Box Has Official Sendoff; Promotion Increases

SEATTLE—The five millionth box of apples exported from Seattle this year recently became the occasion for an official celebration here.

The box, done up in nickel-plated straps and containing official documents, was given a send-off on its journey to Hamburg, Germany, by the mayor, members of the Chamber of Commerce and the Washington Boxed Apple Bureau.

The bureau expects to reach the six millionth mark before the end of the year.

Incidentally, the bureau has decided to increase its domestic advertising program this fall—this year's appropriation, of \$100,000, to be exceeded by \$25,000 to \$50,000, depending on the size of the crop. Noel Bakke of Wenatchee is chairman of the committee in charge.

Besides the national campaign, conducted by William H. Horsley, secretary of the boxed apple bureau, there will be a special campaign for the Delicious variety. An additional half-cent a box is to be levied on all Delicious apples packed.

Daniel Starch Will Publish Counties' Buying Power

NEW YORK—"American Buying Power," a study of the number and income of families in places of various sizes in each of the 3,000 or more counties in the United States will be published about May 25 by Dr. Daniel Starch, consultant in commercial research.

Material for the report was obtained from special field surveys, the United States Census, the Bureau of Internal Revenue and other sources. The survey will be published in loose-leaf form and will be revised as conditions require.

Coast Utilities Promote Natural Gas Nationally

LOS ANGELES—The story of natural gas is being told nationally in a joint program by the Southern California Gas Company, Southern Counties Gas Company and the Los Angeles Gas & Electric Corporation. The campaign in magazines which supplements the national industrial program of the Los Angeles Chamber of Commerce also emphasizes the Blue Star seal of the American Gas Association on all of its appliances.

Media

No longer will your New York citizen stand on the threshold of a bookshop and vainly cudgel his brain to remember the name of that sprightly opus he saw reviewed in the paper the other night. Scores of the better bookshops have gleefully given wall-space to the three-leafed display racks, newspaper page size, being installed and serviced by the New York *Evening Post*. Each afternoon the *Post* will add the bookpage from that evening's edition to the rack, which at all times will contain those of the past six days. It is a device which enables Mr. Publisher's advertising to reach his prospect at the point of sale and the bookshops expect to benefit by cutting down that present 20 per cent of bookshop visitors who go away without buying because of indecisiveness or bewilderment. Macy's have the rack at the entrance and the exit of their bookshop.

* * *

We've seen the first sound motion picture advertising rate card in captivity. It's the product of the Advertisers Motion Picture Company, Inc., New York, who distribute short-length sound motion pictures in theatres all over the world. With film footage as the variable factor, the rates are figured on the per seat basis, each theatre considered as a separate unit according to seating capacity, filling ten and one-half times weekly average.

* * *

You can store "Flying Bull Pup" in a tool shed or barn, and it costs only \$1,250, says the first airplane advertisement aimed exclusively at farmers. *Capper's Farmer* for April carries the ad.

* * *

On and after April 20 the *American Bankers Association Journal* will be located at 22 East Fortieth Street, New York City.

* * *

Hats off to the newsboys of the country! Apparently they can "take it" in a depression period better than the newsstand proprietors. *Liberty* has prepared an analysis of circulation gains and losses for 1930 of fourteen leading magazines which shows commendable gains in total circulation for the list as a whole, but, broken down as to source the figures show that newsstand sales fell off 579,417 copies, while sales through boys gained 495,119 and mail subscriptions jumped 553,727. All of the nickel magazines gained in total sales, all but one of the dime magazines, and three out of five of the quarter magazines. The gains in the ten-cent magazine classification may be indicative of the greater optimism of women in a depression period for the one publication which fell off depends to a great degree upon men's expenditures of dimes.

* * *

John J. Cremen, long with the Hearst organization as a specialist on automotive sales and for the past five years in the Rodney Boone organization, has been appointed advertising director of the Boston *American* and *Sunday Advertiser*.

* * *

Golfdom celebrates the opening of the hole in one season by moving to larger quarters at 205 West Wacker Drive, Chicago.

The People Will Wash Despite Depression; P. & G. Does Well

NEW YORK—Only four soap manufacturers out of forty-nine representing some 90 per cent of that industry's production decreased the number of their employees in 1930, and only two reduced wages, the Association of American Soap & Glycerine Producers, Inc., announced recently.

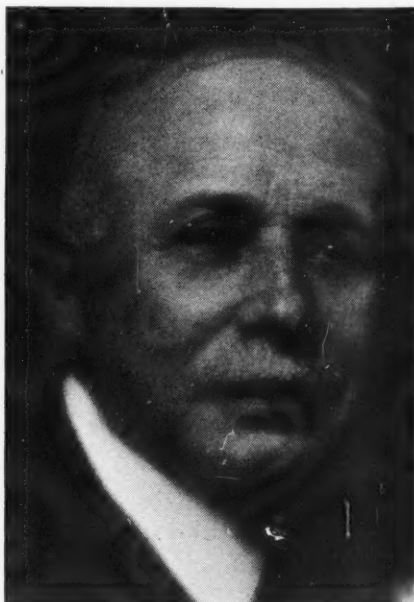
The average volume of business among these forty-nine remained about the same as in 1929—fourteen reporting increases, eight decreases.

The largest producer in the American soap industry is said to be Procter & Gamble, Cincinnati, with an annual volume of 40 per cent of the aggregate. Colgate-Palmolive-Peet Company, Chicago, is second, with 24 per cent, and Lever Brothers, Cambridge, third with 13 per cent.

Lever, American child of a British parent, has expanded aggressively in recent years—much of its promotion effort being devoted to Lux toilet soap.

Sells Transitone

PHILADELPHIA—William Balderston has been placed in charge of manufacturers' sales, at Detroit, of the Transitone Automobile Radio Corporation, Philadelphia, manufacturer of the new Philco-Transitone automobile radio.



Isaac Gimbel

chairman of the board of Gimbel Brothers, Inc., operating department stores in New York, Philadelphia and other large cities, who died this week. Mr. Gimbel had urged that the stores not be closed on the day of his funeral.

Gossip

... H. LYMAN ARMES has been made a vice-president of Dorrance, Kenyon & Company, Boston. RODMAN CATERSON has been transferred from Dorrance, Sullivan & Company, New York, to serve under Mr. Armes, in charge of mechanical production and traffic.

... W. S. FORGEY, for four years chief of copy for Montgomery Ward & Company, and more recently an account executive with Hays McFarland, is now a vice-president of the F. W. Bond Company, Chicago agency.

... The Southeastern Advertising Agency, Inc., has been formed through the merger of Praigg-Advertising of Jacksonville and the Bennett-Williams Company, Inc., High Point, North Carolina. Officers are: NOBLE T. PRAIGG, president; J. L. WILLIAMS, vice-president, and H. C. BENNETT, secretary and treasurer. Headquarters are at Jacksonville.

... FRED H. WARD has been appointed general manager of the J. R. Hamilton Advertising Agency, Inc., Chicago. Mr. Ward has been with Jewel Tea Company in charge of advertising and merchandising.

... CURTIS G. PRATT, until recently vice-president of Adolf Gobel, Inc., meat packer, and formerly president of the Dover Shoe Company, Dover, New Hampshire, has joined Benton & Bowles, New York agency.

... PHILIP L. SALTONSTALL, general partner in the New York Stock Exchange firm of Lapham, Potter & Holden, has joined the London office of Doremus & Company.

... KENNETH S. KIRKLAND is now vice-president and account executive of the Southwick Company, New York agency.

... BRUCE A. WILSON, until recently with Foster & Kleiser Company, previously an account executive with Campbell-Ewald Company and advertising manager for the Willys Overland Pacific Company, has acquired an interest in and will conduct the Atlee F. Hunt Company, advertising agency of Oakland, California. Officers of the company are MRS. ATLEE F. HUNT, president; BENJAMIN F. WOOLNER, vice-president, and Mr. Wilson, secretary-treasurer.

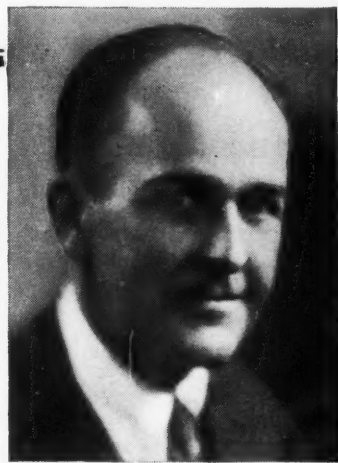
... H. S. HASTINGS, art director of the Hammel Advertising Corporation, Los Angeles, has established his own studio at 728 South Hill Street. He retains his connection with the agency.

... T. HOBBS GUNNING is now with the Criterion Advertising Company, Inc., as special representative in the middlewest.

... STANLEY W. FORAN, formerly with the H. & J. Stevens Company, advertising agency of Grand Rapids, and more recently director of advertising and sales manager for the Bennett Pumps Corporation-Service Station Equipment Company, is now merchandising counselor with the Johnston Advertising Company, of Dallas.

Sales Representatives equipped with Autopoints

Paint manufacturer finds these famous pencils do a good job in building good-will



COLUMBUS HEALY
Executive Vice-president,
The Morgan Company, Chicago

NOTHING a man owns is more constantly used than a pencil...nothing has quite the same opportunity to build good-will.

The Morgan Company, manufacturers of a complete line of industrial, structural, and architectural paint finishes and lacquers, also manufacturers of Hockaday, the washable wall paint, has found Autopoints an ideal reminder for its sales representatives. "We selected Autopoints because we felt they had proved for other con-

cerns their ability to win friends," says Columbus Healy, executive vice-president.

Of proved value

Autopoints are inexpensive yet they have proved beyond a doubt that they will win friends, as Mr. Healy points out. Firms tell us again and again that customers write in praising this pencil, grateful for having been favored with so useful an article.

Whatever your line of business, there is some way in which Autopoints can do a valuable job for you. Some firms use Autopoints as prizes. Others as gifts at holiday season. Still others make a practice of distributing them to "key" people to supplement the calls of salesmen. Advertisers and non-advertisers, there is no question that Autopoint is helping both kinds of American business firms to establish good-will.

A tested sales plan

Without obligation, we will gladly submit a recommendation to show you how we think Autopoints may be of value in your business. To get this sales plan, based on our experience with hundreds of firms, will cost you nothing. Simply tear out the coupon below, fill it in, and mail.

NEW!
A "non-slip" tip
of black Bakelite
makes Autopoint
now a better pen-
cil than ever.

AUTOPOINT COMPANY
1801-31 Foster Ave., Chicago, Ill.

SM-4-18-31

Without obligation, please send booklet, sales-building proposition, prices, etc., on imprinted Autopoint Pencils.

Signed _____

Business _____

Address _____

Autopoint
The "Better Pencil" Made of Bakelite

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "top-heavy."

Autopoint Co., 1801 Foster Ave., Chicago

NEWS

This department, devoted to association news, appears often in SALES MANAGEMENT. Believing that the various groups of sales executives will find the activities of clubs all over the country of considerable interest, club presidents are requested to send reports of meetings and other news to this magazine regularly.

Common Problems Studied by Philadelphia Club

There is no ballyhoo or fanfare about the activities of the Philadelphia Sales Managers' Association. Each meeting is devoted to the solution of some common sales problem or to the outlining of a new sales plan. For instance, many of the sales managers in the group found difficulty in teaching their salesmen organized selling. It was decided, therefore, to draw upon the experience of those members of the club who had convictions on the subject.

Those who needed help had the benefit of the knowledge of such men as: William M. Zintl, E. I. duPont deNemours & Company; L. L. McIlhenney, Stephen F. Whitman & Son; H. P. Gant, Carrier-York Corporation; A. W. Kohler, Curtis Publishing Company; Dr. John A. Stevenson, Penn Mutual Life Insurance Company; C. W. Wanger, Woodward-Wanger Company; and John T. Watson, National Cash Register Company.

The talks and the enthusiastic round-table discussion which followed stirred up so much interest in the topic that the next meeting was devoted to an account of what organized selling did for the American Radiator Company. M. J. Beirn, vice-president and general sales manager, told in dramatic fashion how an energetic sales program, of which organized selling was a strong feature, averted the necessity of cutting down production and shutting down factories in the face of the recent curtailment of construction.

St. Louis Bureau Is Active Force in City

The Sales Managers Bureau of the St. Louis Chamber of Commerce is another group which has made itself a needed quantity in the affairs of the city's sales executives. It is a "bureau" in the sense that it is headquarters for advice, exchange of ideas and instruction (they conduct classes in practical

speaking, business letter writing, etc.). Friday evenings are not just "meeting nights." They are important sessions at which prominent speakers air their views on all the ramifications of business in the light of their own experience, with special emphasis, of course, on selling.

The names and topics with which the last several meetings have been concerned provide the low-down on why the men turn out in full strength week after week, year in and year out.

On March 27, for instance, William D. McJunkin, president of the McJunkin Advertising Company, occupied the rostrum and spoke on "Correcting Present Business Conditions and Reestablishing Confidence." It struck us, as we read that title, that it was a rather large order, but Mr. McJunkin made his subject inspiring and entertaining, rich with anecdote and human interest.

Another recent talk was by Bevan Lawson, executive sales manager of the Dictaphone Sales Corporation and president of the New York Sales Managers' Club. It was engaged with "Shaping Sales Effort by Simplifying its Processes." We lifted this rather interesting definition of selling from its context: "Selling is the ability to occupy the mind of your listener with the merits of your product to the exclusion of all possibility of negative thought while you are doing so."

Harry T. Bussmann, vice-president of the Bussmann Manufacturing Company and president of the St. Louis Electrical Board of Trade, improved one Friday evening with a description of the Bussmann method of sales training, under the title "Supervising Salesmen." The salesman developer, in the Bussmann scheme of things, is the division manager.

April 10 was "Presidents and Executives Day," and the members of the Sales Managers Bureau were asked to "bring the boss." The inducement was Carle M. Bigelow, president, Bigelow, Kent, Willard & Company, Boston, whose subject was "Where Are We Going?" Its dominating thought was that of predicated all

sales and advertising plans on a sound knowledge of markets, and pointed out that coordination of all departments of a business is especially important right now when economic unsettlement has so drastically affected the merchandising of goods.

Pithy Paragraphs Announce Rochester Meetings

The announcements of the activities of the Rochester Sales Managers Club are sprightly papers in which the editor treats serious subjects in a humorous and intelligent vein. The short paragraphs are pithy, epigrammatic:

"Like Stromberg-Carlson radios, salesmen should be built up to a high quality standard, and not down to a price."

"H. A. Beach, radio sales manager, Stromberg-Carlson Telephone Manufacturing Company, believes in training salesmen so that they will actually be accepted as counselors by the retailers on whom they call."

"Come and hear how good retail salesmen handle 'drop-ins,' how factory salesmen learn to report on trade conditions, and how to develop salesmen to met that terrifying bogey 'Your Price Is Too High.'"

Milwaukee Discusses Field Duties

A recent round-table meeting of the Sales Managers' Association of Milwaukee was about "The Sales Managers' Duties in the Field." There was an open forum, in which members settled the questions:

Should a sales manager assist salesmen in making a sale in the field?

Should he contact jobbers' or manufacturers' agents and assist them in the territory?

Should he spend time in the territory to analyze the market and try to sell new products himself before turning the territory over to salesmen or distributors?

Should he reserve special accounts for personal solicitation?

Account Changes

HART, SCHAFFNER & MARX, Chicago, men's clothing, to Batten, Barton, Durstine & Osborn Corporation there.

ALBERT DICKINSON COMPANY, Chicago, farm seeds, poultry and stock feeds, legume inoculations and packaged popcorn, to the Dyer-Enzinger Company there.

UNION TRUST COMPANY, Pittsburgh, to Batten, Barton, Durstine & Osborn, Inc., Pittsburgh.

MALTED CEREALS COMPANY, Burlington, Vermont, Malt Breakfast Food, to Redfield-Coupe, Inc., New York City.

UNITED SCREW & BOLT CORPORATION, Cleveland and Chicago, to King & Wiley & Company, Inc., Cleveland.

COLLINS-MARTIN COMPANY, INC., Chicago, sales agent for Climax Roller-Washer for printers and the Sague Inserting and Mailing Machine, to George J. Kirkgasser & Company there.

F. & F. NURSERIES, Springfield, New Jersey, to the Tuthill Advertising Agency, Inc., New York. Trade papers and direct mail.

MT. ZIRCON SPRING WATER COMPANY, Rumford, Maine, Zircon spring water and ginger ale and other beverages; and PETTINGELL-ANDREWS COMPANY, Boston, lamps, lighting fixtures and fireplace furnishings; to S. A. Conover Company, Boston.

ALASKA FREEZER COMPANY, Winchendon, Massachusetts, Alaska freezers and Townsend oil burners for kitchen ranges, to Charles W. Hoyt Company, Inc., New York.

CLARE FOOD AND RELISH COMPANY, Philadelphia, relishes and pickles, to E. A. Clarke Company there. Direct mail to dealers and newspapers.

A. N. P. A. to Analyze Price Maintenance

NEW YORK—The Capper-Kelly Price Maintenance Bill will come up for more discussion at the annual meeting of the American Newspaper Publishers' Association, which will be held at the Hotel Pennsylvania, April 21-24. Another controversial standby—"What Is Local and What Is General Advertising?" is also scheduled. Colonel Robert R. McCormick, Chicago *Tribune*, will read a committee report on "Freedom of the Press"; George J. Auer, New York *Herald-Tribune*, will summarize the report on "Measurement of Advertising Lineage"; Edwin S. Friendly, the New York *Sun*, "Relations with Advertising Agencies."



... people, yes, but what kind?

Examine the big midwestern city population from the standpoint of stores, stocks and sales and they represent but a minor part of the total retail business of the midwest.

Lots of people, sure . . . but lots of competition . . . lots of price cutting . . . lots of pinch-penny practices. Incomes start from nothing up. Customers are fickle, easy to lose and hard to get.

Over the hill is a small town; lots of small towns where there are a lot of people, too. But there is not so much competition . . . little price cutting . . . no stingy buying. Earnings are more constant, crops never a total loss. Customers are loyal and hard to lose. 50 to 90 per cent of jobbers' wholesale volume is with rural dealers who in turn retail 60 to 85 per cent of their merchandise to farm-folk.

The buying habits of one out of three midwestern farm homes are shaped by Capper's Farmer. Here is a valuable selling asset. Capper's Farmer can make it easier to sell more goods, to more people, with more money to spend. Consider!



Circulation 975,000 concentrated largely within these thirteen midwestern States.

Will More Intensive Cooperation Lead Us Out of the Depression?

(Continued from page 102)

about our industries and the facts to which they are entitled. We must look to our organizations for new markets, for leadership in the elimination of waste and the never-ending search for more economical methods of service and of distribution. Our co-operative associations are constantly casting their searchlights on the real problems confronting our industries.

The development of new applications and new markets has advanced stabilized employment and produced the profits that maintained the wage scales. These good results are especially apparent in this period of stress that has sacrificed capital gains.

Under the leadership of trade associations we can expect and depend upon permanent industrial prosperity. It is under such conditions that increased consumption and lower prices can be insured. The public, including labor, have at all times much to gain from their constructive activities.

An efficient association functions as the spokesman for its industry. It is ever on the alert to protect and promote the interests that it represents. It preserves public welfare and forms an immediate contact with the government in times of emergency. It presents an organized front through organized leadership.

Recent Critical Test

During the recent decline in business, trade associations have been subject to a critical test. There are too many companies who have been inclined to withdraw their support in order to reduce individual expenses or because of some imaginary personal grievances. Such short-sighted attitudes have invited criticism of failure to assert and maintain industrial leadership. It has been largely responsible for a drifting attitude and a disregard of the real responsibilities imposed upon all of our industries.

Governments throughout the world are faced with the same problems. It is natural that, in an era of unrest, our trade associations should be the focal point of industrial discontent. They are frequently condemned for not stemming the tide of competition, for not bringing an end to the drought or for not making values rise again to the fictitious heights that prevailed during 1929.

They are not, however, deceived or influenced into any attempt to bring

about improvements by any dependence upon unnatural, illegal and uneconomic agreements, or attempts to offset honest understandings.

We must look beyond immediate orders and prices. We must throw overboard any faith in unsound or artificial agreements, designed to control such fundamental, economic forces as orders and prices. It is a fallacy, during times like these, to attach any hope to any system of compulsion designed to divert world-wide influences.

A great weakness during the past two years has been the indifference of those who became wholly absorbed with their own individual affairs and who refused assistance in the upbuilding of their industry. They have been gradually walking toward the rut. They were victims of the great era of prosperity. They could not see beyond the spokes, the rims and the cogs of the vast machine. How could they intelligently plan their progress ahead for a two-year period? How could they prepare their own business for the crisis that later came upon us?

More Cooperation Needed

It has been our trade organizations, our conferences, conventions and meetings that have tended to increase the sum total of knowledge of their members. There have been too many who have been indifferent to the opportunities offered. We cannot escape the fact that the non-cooperator has been too busy with his own affairs to appraise properly the world or the community in which he lives. He has been too preoccupied to realize that the crisis facing his business today will require, before it is over, a more intimate cooperation, not alone by the leaders of his industry, but by the rank and file of all of its units.

We must recognize the need for enlightened leadership of organizations at this time and discourage any division of counsel. We must not be unmindful of the fact that there may be a few disgruntled groups of discouraged individuals, who prefer to place full reliance upon their own ability and initiative or who believe that economic laws and human nature can be remade. They may think that trade can be controlled by artificial law or personal decisions, that selfishness and ambition can be legislated out of existence or exterminated by the magic wand of a man-made dictator. They fail, however, to place a proper

valuation upon organized cooperative effort as being vastly more effective than their own activities, confined as they are within a small sphere of complete isolation.

If there was ever a time when trade associations should receive united moral and financial support it is during periods of distress. It is then that the combined energies of an industry should be set in motion and move forward aggressively. It is no time to retire or withhold support. It is folly for anyone to believe that individuals can prosper at the expense of their industry. The interests of each are so closely related that one depends upon the other. Those who withhold support are actually the ones who are preventing the progress in which they themselves are most concerned.

How can we maintain confidence in our institutions, you may ask, when there are so many now who refuse to cooperate and when selfishness raises its greedy hand and crushes by unfair means the weaker competitor, or when the pursuit of volume is seemingly successful even at the price of a clean conscience?

May Lead to Chaos

The danger rests with the current spirit of indifference which, if continued, may lead to a condition approaching industrial chaos.

If the non-cooperators or those who are not supporting their trade associations are to remain isolated within the confines of their own businesses, and pray that some mysterious power will come to their rescue, then they will find that their prayers will never be answered. Any disintegration of trade associations would throw industry back to individual effort, thus wiping out the great cooperative progress of the last decade.

The elimination of unethical practices and the clearing away of unfair methods that retard profitable operation represents an important responsibility of the trade association imposed upon it by the public and by labor. Any hesitation may invite some form of governmental regulation or control of business. Public interest expects and demands that industry clear away the difficulties that impair reasonable profits. It is upon profits that stockholders depend for a fair return upon their investments. Labor likewise has an interest for the maintenance of wage scales and employment depends upon profits. Applied industrial efficiency relies upon organized cooperative effort that is possible only through the trade association.

Business revival has been awaiting leadership. Problems of an economic

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nature are so complex that industry must recognize its full responsibility, chart the course and supply the pilots. No harbor is ever reached by merely drifting. We cannot depend upon success that places reliance upon chance, guesswork or assumptions, and we must not hesitate.

The challenge to industry today is whether we are going to meet the issue and solve it effectively, or whether we are going to invite the Government to do it for us. You have witnessed what happened in Italy. Extreme individualism in industry and trade has been replaced by a state dictator. Russia is doing the same, only through a differing political method.

The people of the United States have declared for a democracy and American industry is confronted with the serious necessity of proving that these economic emergencies can be successfully coped with under a democracy, that these business problems can be solved through cooperative effort and without recourse to governmental interference. This is certainly a time when we should all be willing to submerge our willful desires, our selfish ambitions for the betterment of our industries and thus prove our ability to cooperate for progress.

Survey of Surveys

(Continued from page 82)

unnecessary repetition as to method which is fortunately so segregated that you don't have to read it if you don't want to. But repetition or no repetition, if given a choice between no statement of method at all and too much of it, the lesser of two evils, S. O. S. feels, is certainly the latter.

Write to George Hecht or to Earle MacAusland of the *Parents' Magazine*, 255 Fourth Avenue, New York, for copies, or if you prefer to remain anonymous we'll try to get copies for you—even at this late date—through the column.

Thumbnail Reviews

A Reading List on Business Administration. This booklet gives a well-rounded though concise selection of material covering the principal aspects of business. While it states that it is only tentative in character, it gives an excellent bibliography on the following phases of business; administration of business, industrial relations and personal administration, marketing, foreign trade, finance, accounting, business statistics and business law. The Amos Tuck School of Administration and Finance, Dartmouth College, Hanover, New Hampshire. Thirty-five cents. Forty-two pages.

Wagar Heads Veedol Sales

SAN FRANCISCO—Frank L. Wagar, formerly in charge of Veedol sales of the Associated Oil Company in Washington, Oregon and Idaho, is now Veedol sales manager for the entire Pacific Coast territory, with headquarters here.

BURKHARDT VISUAL DISPLAY BINDERS



The upright position gains downright attention

The cover of this Visual Display binder is BurkArt Processed in four colors. The binder is used by the Davenport Hosiery Mills, Chattanooga, Tenn., for presenting the interesting story of Humming Bird silk hosiery to retail merchants. The presentation is printed on hand-made paper with actual photographs tipped on.



The Booklet—"Selling through the Eye"—outlines the principles of Visual Selling and also catalogues the complete line of Burkhardt Visual Display binders. Copy free upon request, please use your business letterhead in writing.

*The name of a process of embossing and color-decorating various binding materials to produce book and catalog covers of distinctive beauty in color, texture and design

THE BURKHARDT COMPANY
545 West Larned St. DETROIT, MICH.

Editorials

LESSONS IN OIL STABILIZATION: All business men will watch with anxious interest the developments now under way for oil conservation. As described by the Secretary of the Interior, Mr. Wilbur, the plan is to bring about cooperation of the authorities of the oil-producing states to the end of obtaining uniform conservation laws in the states as well as in Congress and stability in the industry. Such a consummation is devoutly to be wished. Apart from the need of safeguarding our natural resources against wastes, the demoralization in the oil industry due to overproduction under the stimulus of reckless competition illustrates in extreme degree an abuse which is shared by many other industries. Any measures, therefore, taken to bring order out of chaos have a broad significance and may prove to have exemplary value. . . . Of incidental but by no means slight importance is the indication afforded by the proposals that public interest is served by putting a rein on unbridled production. In the old conception lower prices to the consumer were ever the greatest good. But here we have the Federal administration supporting efforts to check redundant supplies, including limitation of exports, and urging steps the inevitable consequence of which will be to advance prices to users of a product which has become a necessity of modern life. Critics are inclined to think that Mr. Wilbur is overlooking the danger of extortionate prices in a restricted market. There is little fear that Congress will be blind to that risk. Besides, free competition working with reasonable supplies is far less likely to lead to monopoly than destructive competition with no check upon output.

TOO MUCH DOOR SLAMMING: A word of timely advice touching foreign trade of this country was given recently by James D. Mooney, General Motors' executive in charge of foreign sales, in an address to the New York Board of Trade. Like many business men of broad vision, he condemned the Hawley-Smoot law for slamming the door on our good customers abroad who wish to exchange goods with us. But his main concern was for our inertia while the rest of the world is busy with trading arrangements which threaten to leave America out in the cold. He cited as an example the proposal of Germany and Austria to open their respective doors to each others' products while excluding ours. . . . No one who keeps himself informed of affairs beyond the seas can fail to observe with astonishment the tendency in administration circles to encourage the old notion that the United States is sufficient to itself. There was a time before the Great War when views of this kind were popular. Our independent growth made talk in that

vein sound reasonable. Short as most memories are, however, few adults now alive can have forgotten that our greatest expansion as an industrial nation came with the enormous demand for our products which accompanied the outbreak of hostilities seventeen years ago. Nor can many sensible persons now doubt that without foreign trade revival our own recovery will be seriously retarded. It is reflections of this kind that give point to Mr. Mooney's temperate observations. What he said should rouse business bodies to the urgent need of calling attention to the demand for action lest, too late, we shall awaken to the fact that foreign doors have been slammed in our face.

DISTRIBUTION CONFUSION: Reporting early findings of the census of distribution, John Guernsey, in charge of the retail section, reveals some interesting facts bearing on the trend toward scattering in stocks and in swings of types of service. In the city of Washington, for instance, combination grocers do 41 per cent of their business in meats and poultry, while fruit and vegetable stores draw on groceries and meats for 17½ per cent of their volume. Shoe stores sell stockings in considerable number. Fur stores carry other wearing apparel and women's ready-to-wear shops deal largely in furs. As for the five-and-ten to a dollar stores, their stocks embrace nearly half a hundred different branches of commodities. . . . On the service side Mr. Guernsey observes a like confusion. The old order was for better merchandise, improvement in styles, handsomer stores and more facilities for customers. The flood of goods that came with the war period led to merchandising with fewer frills and lower mark-ups—finding its perfect fruit in the chains. Success of the chains, Mr. Guernsey notes, has brought about a reversal of this progression. The chains are now enlarging and beautifying their premises as well as adding to their service. Independents in many cases, on the other hand, are restricting service, adding to lower price lines and opening basement stores and suburban branches. . . . Retail trade, in short, is in a period of radical transition in which contradictory trends afford anything but clear clues to the outcome of the struggle for supremacy. But happily this medley is characteristic in most cases of the minority rather than of the majority. It is the inevitable consequence of irresolution induced by too great attention to competitors at the expense of steady prosecution of business along lines carefully matured after thorough study of fundamentals. The old maxim which bids the shoemaker stick to his last has not lost all its value even in this heterogeneous age. Knowing how to do your own stuff better than the other fellow is still as sure a means of attaining success as it ever was.

Training Jobber Salesmen to Manage Territories

(Continued from page 105)

this and succeeding books of this course make no pretense of offering a pat solution for every problem which the jobber salesman has to face. The only ones who can do that are the salesmen themselves, each with a somewhat different problem in a different territory. The course is presented, rather, with the hope that the combined ideas of a number of successful jobber executives—many of them former jobber salesmen—on the general problems that every salesman has to face, may be of practical value to him, in serving as a guide for his thinking about his territory and about his work."

The book further states: "The jobber salesman, like the business man who is paying his way, usually has a considerable amount of freedom in the handling of his job. The salesman who consistently brings in a satisfactory gross margin from his territory is seldom bothered with detailed instructions as to how he shall do it. When a man can—and does—do a good job of handling his work, his house is usually well satisfied to let him manage things himself. The successful salesman in such a picture is essentially the sales manager of his territory."

It is anticipated that the "Outline of Selling," supported by the personal assistance of the individual members of the Edison Lamp Works' field organization, will assist jobbers' salesmen to make the most of their opportunities as the sales managers of their territories, and to place themselves in a better position to cope with present and future selling conditions.

London Papers Start Air Parcel Bureau

LONDON—The Inveresk group of British illustrated weeklies, comprising the *Illustrated London News*, *Bystander*, *Sphere*, *Graphic*, *Sketch*, *Tatler* and others, has inaugurated at its London offices an Air Parcel Bureau to shop for overseas readers free of charge.

With the opening by Imperial Airways of the London-South Africa route, the publications have announced that they will send to readers anywhere along this route, as well as along the India route, any goods advertised or made by advertisers in their publications. The cash sent should be sufficient to pay for the goods and the air freight charges.

THE PICTORIAL REVIEW COMPANY

ANNOUNCES

the Election of

GEORGE S. FOWLER

*as a Director and
his appointment
as Vice-President*

WILLIAM P. AHNELT

President

April 13, 1931

WHAT THE SALES MANAGEMENT WASHINGTON BUREAU WILL DO FOR YOU

In addition to furnishing executive readers with authentic reports of governmental and private organization activities that have an important bearing on business, The Washington Bureau will accept custom assignments on a moderate per diem fee basis, from manufacturers who wish special information from Washington sources. Through this service, SALES MANAGEMENT offers an opportunity for companies to conserve their own executive time and money which might otherwise be invested in trips to Washington for special investigations on pending legislation, trade-mark matters, the gathering of statistical data, and similar missions. Executives interested in availing themselves of this confidential service are invited to address inquiries to

The Editor, SALES MANAGEMENT

420 Lexington Avenue

New York, N. Y.

What Is Your Own Profit Efficiency?

(Continued from page 91)

on my tangible net worth, I will have to earn *twice as much* on my operating yardstock (assets), if my net worth is 80 per cent than if it is 40 per cent.

From these considerations we can now state a profit law:

That in the proportion that the tangible net worth varies to the management base (assets), so must the net income to the tangible assets vary, to net a constant on the owner's equity in the business.

From the foregoing, any concern can calculate its profit efficiency, both yearly and for a cycle, after giving due weight to the past and present as described.

Next, a concern's relation to the industry of which it is a part can be helpful to its management, and to aid in this respect, Table A shown on page 91 gives the profit efficiencies for thirty-one major lines for this cycle 1927-28-29. These were developed from the results of 422 companies, as given in reports of Standard Statistics Company, Inc., New York, the combined tangible assets of which amount to nearly \$30,000,000,000.

In light of the foregoing, what was your profit efficiency for 1930? For the cycle 1927-28-29?

What does your 1931 budget reflect as "expected" profit efficiency?

The answers to these questions can be most helpful to you.

Palmer of Squibb Denies Negotiations with Drug

NEW YORK—"There have been no negotiations with Drug, Inc., or with any other corporation contemplating a merger or other disposition of E. R. Squibb & Sons," Carleton H. Palmer, president of Squibb, said this week in referring to an article in the April 11 issue of SALES MANAGEMENT. "Many times in the past we have been approached by bankers and other interested parties," Mr. Palmer said, "but at no time have we ever contemplated changing our present interests."

Jantzen Stays in Portland

PORTLAND, ORE.—Jantzen Knitting Mills, whose bathing girls have come to personify Portland, Oregon's, best-known industry, has decided to continue its headquarters there. Although C. C. Jantzen, head of the company, feels that greatly increased tax burdens were imposed on industry in that state by the last legislature, he believes that the voters will rectify it.

Akron, Ohio

AKRON BEACON JOURNAL

Population 255,040*

Retail Trade (1929) \$139,537,881

Circulation:

BEACON JOURNAL . . 67,139

(Publisher's Statement March 31, 1931)

* Population Trading Area 405,000

The Akron Beacon Journal

Represented by

Story Brooks & Finley

New York
Chicago

Philadelphia
San Francisco

WMAL

On the
Air
17
Hours
Daily

WASHINGTON'S

Individual per capita wealth is ahead of the National average.

WASHINGTON'S

Spendable income is the second highest in America—\$1,428 per capita.

WASHINGTON'S

Buying public is the most intelligent in America. Washington has less than 1/2 of 1% of illiterate population.

Frequency
630
Kilo-
cycles

CAPITALIZE YOUR ADVERTISING

Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

"Broadcasting the better things in and for Washington"

SALES MANAGEMENT

23
Weeks More!

The 1931 Edition Will Be
Published September 26th

MARKETS AND MEDIA
REFERENCE NUMBER

"I consider this the best index of
county buying power yet developed."

FRANCIS NYE McGEHEE
Publicity Manager
Cleveland Press

Marketing and Advertising

An Economic Appraisal

By FLOYD L. VAUGHAN

In any analysis of the existing economic order, the essential difference between production and distribution should be kept in mind. This the present author has done, and the result is an unusually interesting and important book in which he discusses the causes of the advancing cost of marketing and indicates the possibilities of improvement. 255 pages.

Price, postpaid, \$2.50

Remittance must accompany
order.

SALES MANAGEMENT
Book Service
420 Lexington Avenue
New York City

Plus Signs

SALES MANAGEMENT suggests that subscribers use the facts in this column for passing on to their salesmen in letters, bulletins or house organs. The country cannot be talked into prosperity, but business is better, and will be a lot better when people start talking of the favorable signs instead of just the bad news.

... March sales of Montgomery Ward set a new high record for 1931. . . . Another mail-order company, National Bellas Hess, showed a gain of 10 per cent over March of last year. This is the first gain recorded by that company in more than a year and a half.

... Electric power output in the U. S. A. was greater in March than the same month of 1929.

... Registrations of new cars in Wayne County, including Detroit, were 31 per cent higher in March than in February—a much greater than normal seasonal upturn.

... Loadings on the Michigan Central, regarded as the best barometer of automobile manufacturing, are creeping to higher levels, both as to motor freight and general merchandise.

... The 1931 sales of Auburn and Cord cars are greater than for the entire year 1930. . . . Retail deliveries of Buick in the first quarter were 6 per cent greater than the same period last year. . . . Six of the major automobile companies have made *second* increases in their April production schedules.

... In Cleveland the Bourne-Fuller plant of the Republic Steel Company has re-lighted two open-hearth furnaces. Steel is being produced at this plant for the first time since June, 1930.

... In Buffalo the plant of the Curtiss Aeroplane & Motor Company now is employing 1,100 workers on a full-time basis—the largest number in the company's history.

... The actual value of building contracts awarded in March (\$370,406,300) was not only 60 per cent greater than in February, but higher than for any month since last June.

... March sales of Frigidaire in the New York area set a new high record for the month.

... For the first time in a year there has been an increase in the business activity index for four weeks in a row.

... For three consecutive months sales of cotton textiles have exceeded production—and production averages 34 per cent higher than last summer.

... Sentiment has improved, whereas in December it was pessimistic, and even panicky.

Avocado Business Booming

LOS ANGELES—For the week ending March 21, shipments of calavos and avocados (alligator pears) by members of the Calavos Growers of California equaled 24 per cent of the entire production last year. Tonnage in the month of March was 79 per cent over last year's entire total.

Sears, Roebuck Will Sell "Free Wheeler" for Fords

CHICAGO — Free-wheeling methods now applied to Studebaker, Pierce-Arrow, Lincoln and Auburn cars will soon be available for Fords. Sears, Roebuck & Company, Chicago, is introducing a free-wheeling accessory for Model A Fords, made by the Muncie Gear Company.

LOS ANGELES—Trojan Auto Products Company, Los Angeles, has been appointed national sales agent for Scotch Free-Roller for Fords and Chevrolets, invented by C. E. Starr and made by the Axelson Manufacturing Company. Trojan is now conducting a preliminary campaign in southern California under the direction of Logan & Stebbins, Los Angeles agency, which will soon be extended nationally.



SALE of Unmentionables

- Cotton shirts and bands
- 30 x 36 stockinette rubber sheets
- 42 x 60 woolen blanket
- 40 x 40 terry bath blanket
- Quilted pads—two sizes
- Colored crib sheets and cases
- Cotton receiving blankets
- 22 x 44 inch birdseye diapers
- Jap silk rubber panties
- Crocheted booties
- Towel and face cloth sets
- Silk comfortables
- Cotton knit gowns, 2 sizes

INFANT ACCESSORIES—Rustic Plan

MACY'S
34th STREET & BROADWAY

This is one of the reasons why Macy's advertisements are read by the public for entertainment as well as information, and by advertising professionals as a source of ideas.

How We Revived Dealer Interest in Our Line

(Continued from page 93)

The letter began by informing dealers that "The new Bred-Spred is here!" told them of the improved product, the seventeen varieties, the package and the profit possibilities, and wound up by urging them to fill in and mail the order blank on the back of the folder or to hand it to the salesman the next time he called.

A different message in the same form is made available each month and our wholesalers seem to think it is the most effective form of printed salesmanship they have found, for they have ordered several hundred thousand of the folders.

One of the most notable helps, though, is an electric flasher display fixture for use in the dealer's window or on his counter, called the "Sales Maker." This is a low, metal pedestal, shaped like a pyramid with its top leveled off, designed and colored to match the new Bred-Spred cap and label. A jar of the preserve sits over an opening in the top of the fixture and there are transparent panels and decorative features in its sides. When the light flashes on, the "Sales Maker" flashes the trade name, tells the number of varieties, the popular price and its character, then shines up through the jar and shows the sample to impressive advantage.

Distributing the Flashers

Wholesalers are entitled to one of these splendid helps with each ten cases of Bred-Spred, which should be sufficient to supply all their dealers in a very short time. To save them the trouble of handling the flashers, however, we furnish them with business reply postals which they merely fill in and sign, indicating that a certain dealer, whose name and address are given, has bought ten cases of Bred-Spred and is entitled to receive one of the helps free. We then ship the flasher direct to the dealer.

We were able to select the most desirable distributor in almost every major territory. They began by ordering thirty, fifty or perhaps seventy-five cases and within two months 60 per cent of them had reordered at least once and many were ordering by the carload, thus materially reducing shipping costs. We now have capable distributors in all important distribution points east of the Rockies.

This initial success was highly gratifying, but still we weren't satisfied. We were convinced that preserves still were one of the most "hit and miss" purchase items in the gro-

HIGHEST . . . in per capita retail sales PEORIA

Among Illinois' Cities in 50,000 to 100,000 class

Average per capita retail sales \$581⁰⁰

PEORIA per capita retail sales \$670⁰⁰
(Figures from 1930 Census)

THE DOMINANT MEDIUM IN THIS RICH AREA IS THE

PEORIA JOURNAL-TRANSCRIPT



Member 100,000 Group American Cities Member Associated Press

CHAS. H. EDDY CO., National Representatives
Chicago—Wrigley Bldg. New York—Park Lexington Bldg.
Boston—Old South Bldg.

We Acknowledge With Thanks

SALES MANAGEMENT went direct to a large group of business leaders in many fields to learn what these men considered—in view of present business conditions—to be the most important problems and policies for editorial discussion during 1931.

The current editorial program of this magazine is based on the expressed judgment of such men as:

H. C. Kendall, President, The Kendall Company.

G. Lynn Sumner, President, The G. Lynn Sumner Co.

A. W. Milburn, President, The Borden Company.

W. R. Massengale, Vice-President, The Harvey-Massengale Co.

H. P. Roberts, Sales and Advertising Manager, The Pepsodent Company.



A Message to Executives of

Hadden & Co., Inc.

The Hotel Ambassador at Park Avenue and 51st Street is less than five minutes walk from your busy offices. You will find this hotel an excellent place to live, dine with friends or prospects, create copy and prepare plans—or re-create in the Restaurant when the day's work is o'er.

Hotel

Ambassador

PARK AVENUE at 51st STREET
NEW YORK

cery store and that there was immense room for improvement in the methods of displaying and pushing them. Consequently, we had our advertising counsel make a survey on which to base a more aggressive merchandising campaign.

They found that the majority of customers never enter preserves on their shopping list, that they buy preserves only occasionally when they happen to see them or something else reminds them, and that almost no family buys preserves regularly throughout the year; that about 80 per cent of dealers carry only two or three staple varieties; that customers can stand only a limited amount of these same varieties, hence they "get tired" of preserves; that the great majority of dealers sell only one to three cases a month, but that a few who merchandise preserves aggressively were selling five to one hundred cases a month.

Increasing Retailer's Sales

From this survey and analysis we prepared a merchandising plan which will enable every dealer who follows it to multiply his sales of preserves; then we began to advertise for "5,000 retailers who have never sold ten cases of preserves per month!" The coupon to be signed by the inquirer stated: "I'm from Missouri! If you can show me how I can sell ten cases of preserves per month at regular prices and profits, send me the dope right away."

In reply to such inquiries we send a three-page, processed letter, outlining the findings of our survey, telling them of the tested and proved merchandising plan which we have developed and guaranteeing to move ten cases of preserves out of their store faster than they ever moved before.

The improved line was first introduced in October, 1930. We have since added thousands of new accounts, Bred-Spred is now being merchandised aggressively in some of the largest food markets in the country, and our sales have increased some 400 per cent and are still growing.

This, however, is but the beginning. In May, for the first time, we begin a campaign of national consumer advertising which we hope and believe will win for pure preserves some measure of the attention they deserve on the part of every food buyer.

Link Belt Names Directors

CHICAGO—Richard W. Yerkes, secretary and treasurer and for many years sales manager of the Philadelphia plant of the Link Belt Company here, has been elected a director. Another new director is George P. Torrence, vice-president in charge of the Indianapolis plant.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

POSITION WANTED

DETROIT BRANCH MANAGER AVAILABLE. Sales executive located in Detroit desires a high-grade product of established manufacturer offering repeat sales possibilities. Ten years' experience as branch manager; 7 years as general sales manager; 6 years as president and general manager distributing company selling labor-saving specialties, however, mergers eliminated our profitable lines necessitating change. Also acquainted Chicago, Cleveland and Philadelphia territories. Age 44; technical graduate; gentle; energetic and enthusiastic worker; excellent references, possesses ability to create advertising and sales aids, also train and develop salesmen. Has organized and supervised a sales organization with over 150 branches. Sales Executive, 13584 Turner Avenue, Detroit, Michigan.

DIRECT MAIL

DOES WRITING LETTERS BOTHER YOU? Do you have trouble in expressing yourself clearly and forcefully in business correspondence? Are your letters stiff, formal, awkward? If so, write us. We give constructive criticism; point out your weaknesses; put new life and appeal into old letters; write new ones that make good impressions and get action. Better Letters Bureau, Appleton, Wis.

LINES WANTED

CAPABLE SALESMAN OF STANDING WANTS to represent some good out of town firm in New York City. Salary or commission. Excellent references. Chance to grow into big agency. Address Box 296, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 salesmanship-in-print experience back of our paigms. Submit sales problems for free diag. 10 years Sales Promotion Manager, Larkin James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

Index to Advertisers

	PAGE		PAGE
Akron Beacon Journal	125	Los Angeles Evening Herald....	11*
American Golfer	87	Los Angeles Times	10
American Warehousemen's Assn.	82	Nast Publications, Inc., Conde..	87
Autopoint Co.	117	New York Herald-Tribune	84
Burkhardt Co.	121	New York Sun	88
Capper's Farmer	119	Peoria Journal-Transcript	127
Chicago Evening American	83	Pictorial Review	123
Chicago Tribune	Cover	Saturday Evening Post	99
Crosley Radio Corp.	Cover	Scripps - Howard Newspapers, Inc.	Facing 104
Curtis Publishing Co.	99	United States Printing & Lithograph Co.	107
Einson-Freeman Co., Inc.	Cover	Vermont Allied Dailies	103
Gibbons, Ltd., J. J.	128	WLW	Cover
Hamilton Institute, Alexander ..	81	WMAL	125
Hotel Ambassador	127	Window Advertising, Inc.	86
Hotel Powers	128		
Indianapolis News	101		
Janesville Gazette	113		

POWERS HOTEL

ROCHESTER, N. Y.

Famous for its excellent service and tempting food. 350 rooms, 2.50 up—Hotel Syracuse, Syracuse, N. Y. under same management.

Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

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